

LAW ENFORCEMENT NEWS

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The two shall be as one:

Merger of NY county agencies starts to take shape

Almost four years ago, voters in Westchester County, N.Y., voted to merge the county Sheriff's Department and the Parkway Police Department, an arm of the county executive's office, into one countywide police department.

That vote sounded the opening gong in an intense power struggle for control of the new department that was not resolved for more than a year, ending only when the county executive withdrew charges of misconduct against the suspended sheriff in return for his resignation.

Now the major figures in the power struggle have all left Westchester County government. The outward signs of a merged department are all in place — the officers wear uniforms that match, drive cars bearing the new logo, belong to the same union.

More important, say those within the department, the Westchester County Public Safety Department has finally begun to come together.

"People have come to know each other

a bit better, and some of the animosity problems have abated," said Thomas Sweeney, the county's deputy commissioner of public safety. "More officers are getting the sense that the future is ahead of us."

"There is a lot more unity than initially," echoed Frank Lynch, president of the Patrolmen's Benevolent Association. "We've gotten to know each other."

The difficulties with the Westchester County merger began shortly after the 1979 vote. Thomas J. Delaney, the former sheriff who became Commissioner of Public Safety, had agreed to the merger only if he would head the new department, but rivalries surfaced and Alfred B. DelBello, then the county executive, suspended Delaney. DelBello charged that Delaney had been incompetent and insubordinate.

During an inquiry into those charges, the hearing officer dismissed 19 of the 47 counts against Delaney, but indicated that the remaining counts were serious. The Westchester Board of Legislators

then negotiated the compromise stating that the charges would be dropped if Delaney resigned.

During this period of controversy, many issues threatened the success of the merger. Differences in pay scales, job classifications, departmental structure, union representation and operational matters were yet to be resolved, and Westchester County citizens began to fear that the well publicized dispute over leadership of the department would ruin morale and decrease effectiveness.

In July 1981, a task force appointed by DelBello issued a 216-page report that made sweeping recommendations for carrying out the merger, ranging from a \$1-million building plan to major changes in the personnel structure.

The report said that merger had been "thwarted by internal divisions, a lack of clarity, and employees playing the role of spectators rather than participants."

Among the recommendations were proposals to provide equity in salaries,

titles and benefits for the officers, hiring 50 civilians to replace officers in administrative duties, building a new training center and moving the entire department to new headquarters.

All of those recommendations have been adopted or are in the planning stages, according to county officials.

Differences in job classifications were eliminated by changing most former sheriff's deputies' classifications to appropriate titles within a more traditional police organizational chart and creating new classifications where needed. For instance, former criminal investigators from the sheriff's department are ranked as "detective sergeants." That job title will be phased into the more common title of detective as the positions are vacated due to resignation or retirement.

The county has selected a site for a new firing range that will be part of the improved training facilities and hopes to have it in operation by the end of the year. Instead of building a new head-

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"Apologetic" Supreme Court leaves exclusionary rule intact

The question of whether the exclusionary rule should be curbed to allow the admission of evidence seized by officers acting "in good faith" has been left up in the air with the U.S. Supreme Court's recent decision not to rule on the matter.

The court announced on June 8, with "apologies to all," that it would not consider exclusionary rule arguments in deciding an Illinois narcotics case that had been expected to set a precedent concerning application of the rule.

However, the court did give police expanded authority to obtain search warrants based on tips from anonymous sources, abandoning the guidelines it established 20 years ago.

Although the justices had reopened arguments in the case of *Illinois v. Gates* to consider the "good-faith" question, they decided by a vote of 6-to-3 that the court should not decide the exclusionary rule issue because the Illinois Supreme Court had not had a chance to examine the question.

The court will have another opportunity to decide the exclusionary rule question if it decides to review a California narcotics case that the Justice Department filed two months ago. That case, *U.S. v. Leon*, is similar to the Illinois case and raises the same issue.

The Reagan Administration supports modification of the exclusionary rule and had hoped to set a precedent with the Il-

linois case. The court's original decision to include the exclusionary rule question in the argument had kicked off broad debate about the proper application of the rule.

Court observers said the decision not to decide the rule may mean that those who support modification feared they did not have the votes needed to carry a "good faith" exception.

The decision to eliminate exclusionary rule debate from the current ruling left the 20-year-old rule intact.

The court did decide on a narrower issue raised by the Illinois case concerning search and seizure. Overturning two Supreme Court precedents from the 1960's, the justices ruled that a search warrant based on a tip from an anonymous informer may be valid.

The Illinois case was based on the arrests of a couple in Bloomingdale, Ill., after police received an unsigned letter alleging that the couple made their living through drug trafficking and would soon be making a trip to Florida to buy marijuana.

Police verified that the couple had planned a trip to Florida and asked Federal authorities to watch their movements there. With this corroboration, they obtained a warrant to search the couple's home upon their return and seized 350 pounds of marijuana.

Continued on Page 7

What They Are Saying:

"He was the man who was first to volunteer, first to take command and not afraid to pay the price."

— Arkansas state trooper Mike Coy eulogizing Sheriff Gene Matthews, who was killed in the gun battle that also led to the death of fugitive Gordon Kahl. (Page 7:1)



No stone unturned

A White House police officer uses a metal detector to search a drummer boy dressed in colonial garb prior to departure ceremonies for visiting heads of state in Williamsburg, Va., last month. Security at the historic restoration was tight for the economic summit meeting held over the Memorial Day weekend.

Wide World Photo

...NewsBriefs...NewsBriefs...NewsBriefs...

Cleveland police call for help to patch holes in radio network

Cleveland police officers told a recent meeting of the City Council's safety committee that their lives are frequently endangered by faulty radio communication.

Officers said radio communications are unreliable because of problems with old portable and mobile radios, an inadequate number of radio units, weak batteries and the inability to get spare parts.

The department has asked the city for \$110,000 to buy 100 portable radios, in keeping with Safety Director Reginald Turner's plans to update all the department's communications equipment by 1985.

Sgt. Frank Volk, who oversees the maintenance of communications equipment, told the City Council committee that 55 of the department's 350 radios were being repaired at the time and that he had no spare batteries.

Others said that some details have to

share mobile radios because there aren't enough for every car.

Police officers also told committee members that they are hampered by "dead spots" in the city where radio communication is difficult. Radio manufacturers testified that new base station equipment and relay equipment could ease that problem.

The police won support from at least one council member. Tyrone Bolden said the department should purchase new batteries and new radios. "Every police car that goes out of here should have a radio," he said.

Psychologist urges caution in predicting violent crimes

A Seattle psychologist told a recent gathering of parole and police officers in Vancouver, British Columbia, that corrections officials are wrong 60 percent of the time when they predict that an offender will continue to commit violent crimes.

Dr. John Berberich, a former Seattle police psychologist who now holds a research position at the University of Washington, said offenders convicted of violent crimes are less likely to repeat such acts than most experts believe, and that increasing penalties for those offenders could actually increase the likelihood of future violence.

Professionals "tend to be conservative because a wrong guess can hurt their credibility and job status," Berberich said. "The result is that if you have committed an offense, you are at double risk — not only do you lose your freedom, but you are imprisoned for a longer period."

As one NJ town seals contract, another heads for arbitration

The Patrolmen's Benevolent Association in Lawrence Township, N.J., has accepted a new two-year contract, six months after the old one expired.

The contract will give officers a 7 percent raise the first year and a 6.5 percent raise the second. Payments for uniform purchase and cleaning were also increased.

Meanwhile, police in nearby Ewing Township are still negotiating a contract to replace the one that ended December 31. City officials have made an offer but the union has not accepted it and has not yet announced its demands. An arbitration session has been scheduled for June 27.

Pension-fund pinch in Ohio may mean service cutbacks

Officials in cities throughout Ohio are protesting an increase in the amount of money local governments are required to contribute to the Police and Firemen's Disability and Pension Fund of Ohio, saying the increase may mean they will have to decrease service to meet pension payments.

Officers of the pension fund have notified city governments that they will increase pension contributions by 13 percent next year, to 21.35 percent of wages paid to police and 26.63 percent of wages paid to firefighters.

But city officials said the increase will cause serious problems for many cities' budgets. Budget managers predicted that the increase would cost Cleveland an extra \$2.2 million next year — roughly the cost of wages and benefits for 88 officers.

In Columbus, Mayor Tom Moody estimated that the increase would cost an additional \$1.8 million. "I don't have the slightest idea where that will come from," Moody said.

John P. Coleman, executive director of the Ohio Municipal League, said the state legislature should freeze the contributions at the 1983 levels "until we find out why the costs are out of control."

Officials for the fund said the increase is needed because of higher medical costs.

Horse of a different color may aid New Mexico pursuits

The New Mexico State Police are considering returning some tame Mustangs to the wild.

The police have been test-driving a Ford Mustang to see whether it can handle high-speed chases on those long, flat stretches of New Mexico highway and say that are "looking into" purchasing some of the cars.

In the four months that police have driven the Mustang on patrol, the car hasn't lost a suspect, officials say. The Mustang's top speed is about 20 miles per hour faster than that of the bigger cars now on patrol, they said.

But the smaller Mustang presents problems because officers cannot carry as much equipment and because some officers think it provides less protection than a full-sized car.

Celebrities, citizens join to bail out Crime Stopper fund

Crime Stoppers of Houston Inc. has kicked off a four-week-long fund-raising drive that features "jails" at local shopping malls with prominent local citizens behind bars. The donor contributing the most "bail" money during the event will be given a free balloon ride.

Among the dignitaries participating will be Harris County Sheriff Jack Heard, District Attorney Johnny Holmes, Houston Oilers football stars Earl Campbell and Tim Wilson and the movie character Darth Vader.

Under the conditions of the fund raiser, called "Bail Out," celebrities jailed at the malls will be given sentences ranging from two to four hours and be required to raise their own "bail." The inmate can

use a phone in the jail to exhort friends and relatives to make contributions to Crime Stoppers.

Officials of the Houston Crime Stoppers program say they hope to make the fund raiser an annual event.

Crime-stat audit may put Chicago PD \$800,000 in the red

After an internal audit by the Chicago Police Department showed that only 18 percent of the cases declared unfounded should have been dismissed, Acting Superintendent James O'Grady ordered a complete review of all 45,000 cases dismissed in 1982. Earlier this month, officials announced that the review will cost more than \$800,000 in additional salaries.

Deputy Superintendent Thomas J. Lyons said 48 detectives and six sergeants have been working on the review at seven locations throughout the city, and probably would not complete their work until September.

Lyons said it is too early to tell how many of the cases declared unfounded should not have been.

The review was begun after former superintendent Richard Brzeznek released an audit showing that 40 percent of the unfounded crimes should not have been dismissed. Brzeznek had ordered the audit in response to charges by a local television station that police were keeping crime statistics down by declaring large numbers of cases unfounded in violation of FBI crime-reporting standards.

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Editor Peter Dodenhoff
Operations Manager Marie Rosen

Operations: Evelyn Otero (production), Gerard Paulino (subscriptions), Linda Sanders (editorial).

Publisher Michael T. Farmer

Contributing Writers: Ordway P. Burden, Robert McCormack, Avery Eli Okin.

Correspondents: John Angell (Alaska); Tom Gitchoff, Ivar Paur, George Felkenes (California); Phillip Maimone (Colorado); Jack Dowling (Delaware); Claire Villarreal (District of Columbia); Dennis Keefe, Martin Murphy, Anthony N. Potter Jr., Darrel Stephens (Florida); John Granfield (Georgia); Matt Casey, Thomas Eynon, Alan O. Hracek, Brian Nagle, Charles Roberts (Illinois); Larry McCart (Indiana); Galen Janeksa (Kansas); Daniel P. Keller, William S. Carcara (Kentucky); Joseph Bunce Jr. (Maryland); Anne Adams, James Lane, George Sherill (Massachusetts); Kenneth Griffin (Michigan); Kenneth Fairly (Mississippi); Eugene P. Schwartz, Robert Shockey, (Missouri); Kenneth Bovasso (Nebraska); Dorothy Guyot (New Jersey); Anne F. D'Amico, Alan P. Kaplan, Philip Monti, Mildred Schachinger, Tom Ward (New York); Gary Willis (North Carolina); Steven Rice, Martin Schwartz, Charles Walker (Ohio); William Parker (Oklahoma); Ron Willis (Oregon); Zebulon Casey, Robert Kotzbauer, Tom Landers (Pennsylvania); Glenford Shibley (Rhode Island); William J. Mathias, Larry McMicking, David L. Rathbone (South Carolina); Michael Braswell (Tennessee); Joe Schott (Texas); L. Del Mortensen (Utah); Tom Spratt (Virginia); Larry Fehr (Washington); Dan King (Wisconsin).

On the firing line...

Miami tries to plug holes in shooting simulator

In an effort to answer criticism that Miami police officers are not adequately trained in the use of deadly force, the Miami City Commission recently voted to buy a \$600,000 shooting simulator to train officers when to fire.

The commission voted to buy the simulator, the Simulated Media Environment Program produced by September and Associates East Inc., despite objections by a Dade County grand jury investigating four recent fatal shootings and by the Office of the Dade-Miami Criminal Justice Council.

"We have no way of knowing exactly how effective this will be," said Capt. Richard Witt of the Miami Police Department's training division. "But we do recognize that we have a need to train our younger personnel and this seems to be an appropriate way to do that."

The simulator, similar to ones in use in Flint, Mich., and Seattle, Wash., uses videotapes and slides to create an imaginary crime scene, such as the robbery of a store or a domestic disturbance.

The student is instructed to react to the simulated crime as if it were real, firing a blank pistol at the life-sized figures if necessary. The student's reactions are recorded and critiqued for proper response.

Miami officials say the simulator will help the 60 percent of Miami police officers who have less than three years' experience to learn how to deal with stress and make appropriate decisions about when to fire a weapon.

The training will be similar to role-playing, a more common training technique, except that the other characters will be on videotape instead of live, Witt said.

But critics charge that the simulator may encourage officers to shoot rather than training them whether or not to shoot.

They say training should focus on teaching officers how to avoid escalating tense situations so that they do not face the decision about whether to fire.

"It is our belief that the way a police of-

ficer handles a given situation determines whether or not the situation will escalate and result in the use of deadly force," the report prepared by the criminal justice council said.

The shooting simulator "focuses strictly on when/who to shoot rather than on 'shoot-don't shoot,'" the report said.

Much of the criticism of the September and Associates simulator has centered on the system's inability to "react" to the student.

As used by the Flint Police Department, the simulator continues the crime scenario regardless of whether the student fires, takes cover or leaves the scene.

"The student's actions have no effect upon those individuals on the screen. If he shoots someone they do not fall. If he ducks for cover they continue to shoot at him. The result is that the [simulator] is not teaching appropriate responses," the criminal justice council report says.

But police officials in Miami and Flint say the simulator does not encourage officers to shoot, and Miami officials asked

for modifications to allow the scenario to change according to the student's actions.

Sgt. Gary Ruffini of Flint's training academy said students face some scenarios where drawing a weapon is considered the wrong response, including one where the correct response is simply to recognize that the student has arrived at the wrong location.

"It's not that they always have to shoot," Ruffini said.

Witt said the Miami contract was amended to add the capacity for reacting to a student's moves so that students will feel that they are in control of the situation and receive positive reinforcement to decisions not to shoot.

"You may decide to withdraw and that could be judged the appropriate response," Witt said. He said that the contract with September and Associates specifies that the system teach "situational management which avoids an atmosphere of friction."

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Affluence, permissiveness cited in rise in juvenile crime in Japan

The "blackboard jungle," with all its implications of violence against teachers and students in the classrooms, has reached Tokyo.

In the last few years, junior high school students in what was once one of the most trouble-free cities in the world have beaten up more than 1,000 teachers so badly that they had to be hospitalized.

They have attacked a number of elderly derelicts, killing three.

In one classroom, students who didn't like their teacher's behavior demanded that he get down on his hands and knees and apologize. In another, they physically provoked a teacher until he retaliated by stabbing one student in the chest.

This rising problem with juvenile delinquency has disturbed law enforcement officials, educators and parents, who say increasing affluence and Westernization are to blame.

"Japan has finally reached the

American and European levels of affluence and we're beginning to face the problems that are common to matured societies," Shinichi Ebara, a juvenile crime inspector for the National Police Department, told Knight-Ridder Newspapers.

Other factors that are believed to be contributing to the increasing delinquency include the pressure to succeed in school and to get into the "right" company after graduation. Some educators say this pressure has created many 14-year-olds who believe they have already failed.

Ebara noted that the violence among students seems to diminish once they pass their examinations and enter public high school.

Others in Tokyo blame such factors as teacher laxity, the negative influence of the U.S. military occupation after World War II and eating junk food.



Japanese youths meet in a coffee shop after midnight to talk about mutual problems, including coping with the police. Wide World Photo

Officer alleges 'widespread' use of drugs among DC police force

A police officer in Washington, D.C., who was one of the three officers recently charged with distribution of cocaine has alleged that drug use within the Metropolitan Police Department is widespread.

In an interview with The Washington Post, Officer Bobby Walker denied the charges against him, but said he and many other officers have used drugs on duty.

"If they wanted to do the right thing," Walker said of police officials, "they would have started a drug therapy program within the department. They are going about trying to solve the drug problem in the department the wrong way."

Police Chief Maurice Turner and other top police officials have strongly denied that drug use is widespread, saying the department has one of the strictest drug-testing programs in the country and that all allegations of drug use are thoroughly investigated.

Walker and two other officers were arrested in March after a year-long undercover operation and charged with two counts of cocaine distribution. A fourth officer was charged with possession of PCP. Three civilians also were arrested and charged with cocaine distribution.

Walker, 34, says he used drugs but did not sell cocaine. Court records show that Walker allegedly arranged for another officer to buy cocaine from a third party, and a total of 2.5 grams was purchased for \$240.

Walker said he used drugs because of frustration over his job and because other officers were using drugs and "weren't having any problems."

"I knew I was taking a big risk taking drugs," he said. "But it seemed to ease me for a time, so I would not have to worry about the job."

Walker said he believes he was singled out for the undercover investigation because he was quoted in a Washington Post article last year as saying he refused to make arrests to fill a quota set by a 3rd District captain.

Although Walker claimed that other officers used drugs on duty, he declined to name any or to give an estimate of the extent of drug use in the department.

The other officers charged with cocaine distribution were Bryson Laudenherger Jr., 34, and Darryl Maurice Williams, 28. All three have pleaded not guilty and are on administrative leave without pay. Officer James R. Gibson Jr., 31, has pleaded not guilty to possession of PCP.



Two-wheeled tribute

Motorcycle police officers from all over California — 289 in all — form an honor guard in the funeral procession for Los Angeles police officer Paul Verna earlier this month. Verna was fatally shot during a routine traffic investigation. More than 4,000 of his colleagues turned out for the funeral.

Wide World Photo

People & Places

Laboring at the national level

Robert Scully, the vice president of the Detroit Police Officers Association, has been elected president of the National Association of Police Organizations.

Scully, 38, replaces Jack Pearson, who resigned the post when he retired from the San Diego Police Department. He has served as secretary and executive vice president of the group, and was one of its founding members.

Scully has served the Detroit Police since 1962, first as a patrol officer, then as a security officer in the Recorder's Court section. He was elected to office in the Detroit Police Officers Association for the first time in 1976, when he became sergeant-at-arms. He was elected vice president in 1978.

The National Association of Police



Scully

Organizations is a 65,000-member group set up to represent its member organizations on national issues and serve as a clearinghouse of information.

Back for another bite of the Big Apple

Charles P. Connolly, the police commissioner in Yonkers, N.Y., has been named director of security for the New York City Health and Hospitals Corporation.

Connolly, 47, was appointed commissioner of New York's fourth largest city in December of 1980, after serving as acting commissioner for six months.

He had been with the New York City Police Department since 1957, where he

served as commanding officer of the planning section, liaison officer with the street crime unit, and aide to the chief of patrol.

He has also been an adjunct professor at John Jay College of Criminal Justice, Rockland County Community College, St. Thomas Aquinas College and Mercy College.

Joseph V. Fernandes has been named acting police commissioner in Yonkers.

Ground-breaking cop carves new niche

Raymond Johnson has been promoted to deputy chief of the California Highway Patrol, becoming the first black to head a division in the patrol's history.

Johnson, 47, will command the patrol's Southern Division, including Los Angeles County. An 18-year veteran, he is the only black in the patrol with a rank above lieutenant.

During his tenure with the patrol, Johnson has often broken new ground for blacks. He was the seventh black patrol

officer, then the first black sergeant, lieutenant, captain, assistant chief and now deputy chief. He has supervised the patrol's Los Angeles communications center and served as area commander for central Los Angeles.

Before joining the highway patrol, Johnson served with the Bakersfield Police Department for six years. He holds a bachelor's degree in education from California State University.



No horsing around

It was a scene few New Yorkers would be likely to forget. In the midst of a morning rush hour, Officer Charles Interdonato of the police department's mounted unit spurred his partner, Cherokee, into a full gallop up Fifth Avenue in response to a bank-robbery call. He got to the scene as the bank manager and a teller were wrestling the suspect to the ground after a brief chase.

Wide World Photo

Many happy returns for Carson



Carson and his wife, Doris, get an eyeful of election-night coverage. Florida Times Union

Duval County (Jacksonville), Fla., Sheriff Dale Carson won re-election last month in what he called "a mean race" over Republican Sam Durden.

Carson, a Democrat, got 58 percent of the vote to win another four years as sheriff, despite allegations by his opponent that the sheriff distorted crime statistics to cover up a growing crime rate and that he had given preferential treatment to friends accused of crimes.

Carson faced one of the most serious challenges of his 25 years in office, partly because of a lengthy Federal hearing last year that included accusations by three former deputies that Carson had misused his power during the 1960's and 70's. The judge ruled in Carson's favor.

Now 61, Carson said he will serve the full term before deciding whether to retire. He said his first priorities during the new term will be trying to persuade City Council members to build a new jail and healing wounds within the sheriff's office caused by the campaign. Durden, 35, has served the sheriff's office for nearly five years, and many officers worked for his election.

"I'm looking forward to continuing the things we've been doing to make this city a good one to live in," Carson said on election night. "I love this job and want to continue serving the city."

Heading for the underground

William J. Bratton has been named Boston's "Mr. T" — chief of the Massachusetts Bay Transit Authority Police Department.

"My primary function will be to coordinate the perception of and the response to crime on the T and to bring all the segments of the judicial system... together to cut crime on the MBTA," Bratton said.

Bratton, 35, is a 12-year veteran of the Boston Police Department who has served as superintendent of labor relations and as executive officer, the department's second-in-command.

Bratton left the department for the MBTA job after he lost power within the

Boston force because he had been quoted in a magazine as saying he wanted to be police commissioner, a job held for the last six years by Joseph Jordan.

But Bratton says his conflict with Jordan did not cause the move. "Face it," he told the Boston Globe, "I wouldn't be where I am today if it wasn't for Joe Jordan. He's the one who gave me those promotions in the first place. But when you work side by side for a length of time, it's easy to get under one another's skin."

Bratton succeeds Chief Richard L. Whelan, who was fired by the MBTA board of directors for reasons he has described as "political."

Highest honors in Chicago

Police Officer Ronald Korzeniewski has received the Chicago Police Department's highest decoration, the Police Medal, for his capture of a suspect wanted in connection with a rape, several robberies and two kidnappings.

Korzeniewski spotted the suspect's vehicle leaving the scene of a hold-up and gave chase. The suspect crashed the car and ran away, firing at Korzeniewski at least 10 times and wounding him in the hand and side. Korzeniewski returned the fire, hitting the suspect in the abdomen and left thigh. The suspect was ar-

rested by other police units responding to the call.

The Chicago Police Department also awarded the Richard J. Daley Police Medal, which is given to citizens who render extraordinary service to the police department, to Marshall Korshak and William Geller.

Korshak and Geller served as co-chairmen of the Citizens for Safety Vests Committee, which raised \$1.4 million to purchase 12,500 bulletproof vests for police officers.

Curbing crime, accidents:

Bellevue PD asks, 'Who says it can't be done?'

By D.P. VAN BLARICOM

Tallying police statistics in Bellevue (Wash.) at the end of 1982, the figures showed a remarkable trend. Crime had returned to a 1977-78 level and traffic accidents had regressed even further, back to a 1973-74 level.

These changes occurred despite Bellevue's phenomenal growth. Neither miracle nor chance made our community a safer place. Today's enhanced public safety resulted from a combination of factors calculated to have that impact. Something can be done about safer streets other than just react to events, and it can be done cost-effectively within limited resources.

In 1980 the public was shocked to find that our crime rate had increased by nearly 20 percent over the preceding year and threatened to continue even more sharply upward. Many theories were advanced — the area's too rapid growth, breakdown of the American family, lack of adequate recreational facilities, deterioration of moral values, to name a few. While any or all of these "causes" might be applicable, we had been warning since 1976 that unless police capabilities kept pace with demands for services, we could expect a substantial increase in crime and 1980 was the year the chickens came home to roost.

The Bellevue Police Department's staffing level had been allowed to fall steadily behind an ever-increasing population until it was at the lowest ratio of any municipal jurisdiction in the Greater Seattle area, at 1.19 officers per 1,000 inhabitants. The average for the region was 1.86.

The Bellevue City Council decided to set public safety as a first priority and authorized an increase in police staffing to 1.45 per 12,000 (still well below the average but a welcome addition). In a departure from usual recruiting practices we concluded that employment in Bellevue was sufficiently attractive to draw experienced personnel from other police departments, and a lateral-entry program (labeled "steal a cop" by some) was implemented. Response exceeded all expectations.

We had the best of the best to pick from in filling our ranks. Savings were immediate. Instead of having to expend 23 weeks in training a raw recruit, the initial familiarization period was reduced to only eight weeks, at a saving of 15 weeks per officer. More importantly, though, these already experienced officers functioned at a far higher capability than the



usual beginner, and their impact was felt immediately. By the end of 1981, crime had been reduced by seven percent over the disastrous preceding year. But until the department was fully up to its newly authorized strength, staff had been diverted temporarily from traffic duties and accidents had increased by four percent during the same year the crime rate was turned around.

Our 1982 goals were to maintain the reversal in our crime rate and to reduce motor-vehicle accidents. These goals were met.

Total crime dropped 17 percent, momentary loss was down 10 percent, and total traffic accidents went down 16 percent. This was achieved, incidentally, while four vacancies remained frozen open due to budget reversals.

Meantime, in surrounding jurisdictions policed by other agencies, comparative data showed crime rates had continued to increase by an average of nine percent in 1981 while Bellevue's started downward. In 1982, when the Bellevue police recorded an overall drop in every category, the other agencies stayed at essentially no change overall (but individual categories of crime fluctuated upward and downward, with rape generally on the increase). Comparable statistics for traffic accidents followed a similar pattern.

How to explain these favorable trends? While there is no singular solution, a multifaceted approach can yield desired results. Our formula included the following:

¶ We recognize that we cannot simply throw money at crime or traffic problems and expect to achieve our goals, because it is more a case of how we spend than

how much we spend. Bellevue remains at a low ratio of personnel per population and therefore at low per capita costs, but our department is still able to do the job. We cannot be effective at too low a staffing level (as was the situation in 1980), but neither do we need to add staff just to reach the "average" levels found around us to be cost-effective.

¶ The foregoing is true because person-for-person we have recruited, trained and retained the finest-quality police and support personnel to be found anywhere. That fact is perhaps most readily apparent in the exceptionally high educational level of our officers, which now stands at 9 percent master's degrees, 54 percent bachelor's degrees, and 33 percent associate degrees.

¶ The lateral-entry program was significantly responsible for the immediate and continuing impact upon the until-then escalating crime rate. To date, we have hired 24 police officers by that method, at a saving of over seven person-years in basic training time, and a further gain of 131 years in street experience.

¶ The recently organized Eastside Narcotics Task Force (comprising Bellevue, Kirkland, Redmond, Issaquah and Mercer Island officers) has had a substantial impact upon the local drug scene. Since users regularly commit armed robberies and burglaries to buy narcotics, those two indicator crimes, not surprisingly, are down by a significant margin.

¶ By adding two detective positions and establishing investigative priority based on a carefully designed solvability profile, limited resources for follow-up have been directed more effectively. That has led to an increased clearance rate of 16 percent in reported crimes, which in turn discourages the repeat offender from continuing with a local criminal career.

¶ More personnel have been placed on the street in highly visible marked vehicles at times of peak activity by staggering shifts according to workload. Additional officers have been made available for street duty by placing less costly civilians in all assignments consisting of other than full law-enforcement duties.

¶ Applying proven crime-prevention techniques has continued to receive emphasis through the use of both specially trained police officers and volunteers. This program was extended into residential neighborhoods, individual business establishments and the schools.

¶ In the broad spectrum of traffic safety, the cause-and-effect relationship between policing and accident rates always has been clearly demonstrated. Last year, incidentally, with seven traffic fatalities versus three homicide victims and 719 persons injured versus 282 people assaulted, the potential for death or injury while just driving a car remained far greater than running afoul of some dangerous criminal. Our response is quite simple. Since we know where, when and why accidents occur, we assign our enforcement units when they occur, and then enforce the accident-causing violations that we observe. That enforcement program, supplemented by a vigorous anti-drunken-driving campaign, does reduce accidents.

Policing in Bellevue has become a partnership wherein the public provides an adequate but not excessive police budget through the priority-setting decisions of its elected City Council, and then it is the Police Department's role to help everyone create a safer living environment together.

(D.P. Van Blaricom has been with the Bellevue Police Department since 1956 and its chief since 1975.)

Good vibrations

Crime and traffic deaths both dropped in Iowa in 1982. For those who need a reason why, officials at the Maharishi International University in Fairfield are prepared.

The officials claim that daily meditation by 1,600 people at the school created a "unified field of natural law" that influenced better behavior.

Utah study urges jail terms for probationers

A recent report issued by the Salt Lake County, Utah, Attorney's Office says that crimes committed by offenders on probation could be reduced by nearly 60 percent if the criminals served a minimum prison term of one year.

The report showed that nearly half of 347 felons placed on probation in Salt Lake County during a six-month period in 1980 and 1981 were arrested again within two years.

Some were rearrested as many as five times and never incarcerated, the report said.

"The findings of this study show that a significant percentage of defendants convicted for felony offenses continue to be involved in serious criminal activity," the study said.

"While the subsequent offenses committed appear to be predominately non-violent in nature, the burden placed upon the criminal justice system by the commission of additional offenses by convicted felons cannot be overlooked."

The study also showed that criminal activity remained relatively low in the first year after an offender was placed on probation, then increased significantly.

In addition, the report said, the chance that a felon will commit a second crime increases as the length of time between the arrest and the disposition of the case increases.

'More people getting away':

California court voids DWI law as vague

A California Court of Appeals has struck down a state statute that makes it illegal to drive with a blood-alcohol level of .10 or more, saying the law sets a standard for criminal conduct that is constitutionally vague.

If upheld by the state Supreme Court, the ruling could have a wide-ranging impact on the enforcement of drunken driving laws in California and elsewhere and represent the first serious challenge to one of the most popular tools in the current drunken-driving crackdown.

In 1982, ten states adopted "per se" laws similar to that in California, which eliminate the need to prove that a high level of alcohol in the blood actually im-

paired a defendant's driving. Under the laws, driving with a specific blood-alcohol level is a crime in itself.

Although the laws have been upheld in other states, the California court ruled the law "allows persons to drink and drive but gives no reasonably ascertainable means of knowing when such conduct becomes criminal."

Norman Kempsky, the state's chief deputy attorney general, said his office will appeal the ruling and maintains that the law is constitutional.

Kempsky predicted that the ruling would mean "fewer guilty pleas, more trials and a few more people getting away."

Meanwhile, the California Highway

Patrol said it will continue making drunken driving arrests as before.

Dan Park of the CHP said police will continue to make arrests based on their observations of the driver, such as weaving or driving too slow, and field sobriety tests.

Law enforcement officials also pointed out that a statute making driving while impaired illegal was not changed by the ruling and could be used in some cases until the California Supreme Court rules.

The appellate ruling applies only to the 1st District in the northwest section of California, but appeals courts traditionally follow the rulings of courts in other districts.

Rotating shifts — unnatural, inefficient, stressful

Many police officers who are mature in years complain, "Those midnight shifts are killing me." Quite frequently, someone else will interject, "I can live with the midnight shifts but the rotating from one

PUBLIC FORUM

Commentary
By THOMAS F. COON

shift to another is going to give me a heart attack."

Most police organizations function on a three-shift basis. The popular concept had always been 8 A.M. to 4 P.M., 4 P.M. to midnight and midnight to 8 A.M.. With time, however, many departments modified the hours to fit the demands: 7:30 A.M. to 3:30 P.M., 3:30 to 11:30 and

11:30 to 7:30 was a more sensible combination of hours for the police of the Waterfront Commission of the New York Harbor, for example, since many incidents take place at 8 in the morning (shakeup time) and the police officers starting a new tour should be on the scene by 7:30. It is a critical shift and a sensible time to start it. There is also greater flexibility throughout the nation in the distribution of police manpower these days, with provision for a fourth shift when needed. Nevertheless, the basic three shifts still loom prominently in general police work.

In the police profession, sad to say, many police administrators still utilize undesirable night tours as punishment assignments, just as they do as-

signments to undesirable geographical locations. We can all cite cases in this day of "enlightened police administration" when executives and managers still engage in this deplorable practice.

I know of an agency in which the Neanderthal administrator assigned four senior officers to a protracted assignment of rotating hours around the clock. This kind of assignment is particularly devastating to older men and their physical systems. As one man ruefully said, "You are working and eating when you should be sleeping, you are sleeping when you should be going to the bathroom and with constant changes of shifts, one's body never knows what it is supposed to be doing." He later had a heart attack and died, another had a heart attack immediately after his retire-

ment and a third member of the quartet had intestinal trouble on the job and a heart attack after leaving the job.

What motivates this ghoulish kind of maladministration? Frequently, it is callous insensitivity and disloyalty. Pushing two senior men into retirement makes available sufficient funds to hire three or four new, young officers. Sometimes it is the culmination of long-term personal differences. Frequently, some of today's leaders are men who engage in a few peccadillos, to say the least, during the early years of their careers and they resent having some of the older men around who smile indulgently at the administrator's newfound image of goodness and infallibility. There is an axiom, which some of my friends describe as the "Coon Principle," which holds that many of the world's worst police officers make the most imperious, demanding police administrators.

The police officer who contends that "those night tours are killing me" is medically correct. Dr. Gershon Lesser of the University of Southern California Medical School says working at night is definitely unhealthy. He observed wryly that it is undoubtedly the reason Dracula was such a pallid individual.

In a very serious vein, though, Dr. Lesser says that the night worker uses up his quota of bodily abuse and must lead a life that is otherwise as clean as a Boy Scout's — no cigarettes, little or no caffeine, lots of exercise, lose any excess weight, avoid nervous stress of all kinds. He dwells upon how much more harmful the rotating shifts are to the body. "Bouncing your working hours around is a terrible stress on the body. Nature works in cycles — if you work different hours, your body never knows where it is. That's unnatural and you're probably working at your lowest level of efficiency and greatest level of stress."

Dr. Lesser feels the problem is so great that one must completely avoid coffee. He argues against painting the house on a day off — just sit in the sun, he suggests. I'm sure, however, that the average police officer is wondering to himself, "Who the devil is going to paint the house if I don't?"

Nor is the police officer alone in his problems. About 50 million Americans have sleep problems, including firefighters, journalists, jailers, musicians and many others. Doctors also have high mortality rates attributable to the stress of handling emergency calls at night.

And so, the police officer who is on the receiving end of vindictive police administration (or the unfortunate who just happened to be tagged) and is working around the clock is right on the mark when he bitterly complains, "The job's killing me. And to make matters even worse, my wife is frantic having to adjust to my weird hours. She claims she will have the heart attack before I do." Dr. Lesser seems to have made no reference to the spouse of the night worker or person on a rotating shift. But to be sure, that spouse no doubt suffers physically and mentally right along with the affected worker.

(Thomas F. Coon is the former director of the Bergen County, N.J., Police and Fire Academy. He has served as a supervisory special agent with the Office of Naval Intelligence and with the Waterfront Commission of New York Harbor, and is a past president of the Society of Professional Investigators.)

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(Above) James P. Wickstrom, who calls himself "the national director of counter-insurgency of the Posse of America." (Far right) Sheriff's deputies photograph the fire-gutted bunker that was the last hideout of Gordon Kahl.

Wide World Photos



Kahl



Matthews

FBI sees security threat in Posse Comitatus group

For several years, the extremist tax-protest group Posse Comitatus has posed an ever-increasing threat to law-enforcement officials.

Two years ago, a member of the group shot three undercover agents from the Bureau of Alcohol, Tobacco and Firearms during an investigation into charges that the group was selling machine guns and homemade bombs.

Last February, the group's leader, Gordon W. Kahl, shot and killed two Federal marshals who were attempting to arrest him for tax evasion, touching off a nationwide hunt for Kahl.

Then early this month, an Arkansas sheriff was killed in a shootout with Kahl when officials tracked him to a concrete

bunker in northern Arkansas and tried to arrest him. Kahl, who vowed that he would not be taken alive, is believed to have been killed during the gun battle, and a body removed from the bunker after it caught fire and burned has been identified as him.

Now there are indications that the threat to law enforcement officers and other government officials may not have died with Kahl.

The FBI has begun a full investigation of one chapter of the Posse Comitatus, and the Bureau of Alcohol, Tobacco and Firearms has investigated individual members of the group in at least 26 states.

Assistant FBI Director Roger Young said, "One chapter of the group is under full domestic security investigation, and we are alert to the possibility of violence by various individual members who may



be in that or other chapters."

The commander of the Posse Comitatus insists that Kahl was not killed in the Arkansas fire, although medical examiners using dental charts and other records have positively identified the remains as those of Kahl.

LaVerne Hollenbeck said in a radio interview in Little Rock that Kahl is in hiding, and that Federal investigators will not hinder the group. "We don't care what they do," he said.

The Posse Comitatus group, whose name means "power of the county," challenges all forms of state and Federal authority, including all laws. Members are heavily armed and trained in a paramilitary fashion. Leaders claim to have chapters in every state and two million members, but Federal law enforcement officials have estimated the

membership at between 3,000 and 10,000. The membership is concentrated in the Northwest.

The group had remained an obscure entity until Kahl and others with him shot the two marshals during an arrest attempt in North Dakota last winter. Kahl, 63, was a fugitive because of violating parole in a tax case and eluded police until they tracked him to the northern Arkansas bunker.

Sheriff Gene Matthews, 36, was killed during the Arkansas gun battle that ended in Kahl's death. He is believed to have killed Kahl with his final shot when he led a contingent of officers into the bunker.

"He was the man who was first to volunteer, first to take command and not afraid to pay the price that he paid," Arkansas state trooper Mike Coy said in a eulogy at Matthews' funeral.

Webster urges business leaders to join in fight against white-collar crime

FBI Director William Webster told business leaders in St. Louis recently that they must fight white-collar crime because "it is a kind of violence that erodes the quality of life."

Speaking to the annual meeting of the St. Louis Regional Commerce and Growth Association, Webster said law enforcement agencies need the cooperation of the private sector to combat white-collar crime.

"The losses due to bank robberies were \$40 million, but the losses due to bank fraud were over \$400 million," Webster said. "We're not just talking of corruption in public affairs, but the intrusion of criminals into the business sector."

Webster also cited a study by the American Management Association that said white-collar crime is the cause of one-fifth of all business failures.

Before moving to the FBI, Webster was a judge on the 8th U.S. Circuit Court of Appeals in St. Louis.

Court opens door to anonymous tips

Continued from Page 1

The ruling allowing the use of the marijuana as evidence overturned the precise rules for determining when an informer's tip is adequate for issuing a search warrant.

In the majority opinion, Justice William H. Rehnquist wrote that the corroboration the police obtained in the Illinois case provided an adequate basis for the warrant.

He said the "rigid legal rules" set forth in earlier rulings should be replaced by a "flexible, common-sense standard."

Rehnquist wrote, "If, for example, a particular informant is known for the unusual reliability of his predictions of certain types of criminal activities in a locality, his failure, in a particular case, to thoroughly set forth the basis of his

knowledge surely should not serve as an absolute bar" to a warrant.

He was joined in the opinion by Chief Justice Warren Burger and Justices Sandra Day O'Connor, Lewis Powell and Harry Blackmun. Justice Byron White voted with the majority but did not join the majority opinion, writing separately that the court should have considered the exclusionary rule debate.

In a sharply worded dissent, Justice William J. Brennan, joined by Justice Thurgood Marshall, wrote, "Words such as 'practical'... and 'common sense' as used in the court's opinion are but code words for an overly permissive attitude towards police practices in derogation of the rights secured by the Fourth Amendment."

Justice John Paul Stevens wrote in a

separate dissent that police presented factually flawed and unreliable information to the judge.

Justice White, a long-time critic of the exclusionary rule, wrote, "The court's straining to avoid coming to grips with the exclusionary rule issue may be hard for the country to understand... The issue is central to the enforcement of the law and the administration of justice throughout the nation... I see it as our responsibility to end the uncertainty and decide whether the rule will be modified."

Watch the birdie...

Police in Indianapolis have begun patrolling with video cameras in a section of the city known for prostitution. The tapes are expected to provide evidence as well as discourage patrons.

Sharing and caring

An interview with George Napper, Atlanta's commissioner

Ask George Napper about the Atlanta Bureau of Police Services and crime control generally and a number of carefully-chosen watchwords end up sprinkled throughout the conversation: words such as sharing, caring, partnership, trust. In Napper's view, those watchwords are the keys to what he calls "the hallmark of progressive policing."

In Atlanta, a city that has had more than its share of crime-control problems in the last few years, the relationship between the community and the police is one that Napper is not about to sell short. Whether it's something as common as Neighborhood Watch groups or something as unique as the idea of developing crime-control "pacts" with community or business groups to identify priorities, Napper maintains that it demonstrates an important point to the citizens: that "we care."

Napper, one of a very few police executives who hold doctoral degrees — he got his from the University of California at Berkeley — has spent much of his professional life dealing with community problems and concerns. He has served as a deputy probation officer in Alameda County, Calif., as area director of the San Francisco Equal Opportunity Council, as a community organizer in the Bay Area, along with numerous academic posts he has held at such institutions as Berkeley, Spellman College and Emory University.

It was while at Emory in 1975 that he got the call to become a deputy chief of the Atlanta police, overseeing such functions as planning, research and training.

He moved up to the chief's spot in 1978 and found himself staring in the face of a spiraling crime rate, a hiring freeze, a promotional freeze and, before long, the nagging case of 28 missing or murdered black children. He rode out the storm, and in 1982 was named commissioner of public safety upon the departure of incumbent commissioner — and fellow Berkeley graduate — Lee P. Brown.

In the same breath as Napper stresses the role of the community in determining priorities for its police department, he also underscores the importance of contributions from the men and women of the force. "If we can't build on their perceptions and understandings, I don't see how a meaningful program can be developed to impact on the problems that are there," he notes. He speaks with pride of the Atlanta officers, citing their youth, energy and receptiveness to different ways of doing things, and talks about redefining the role of the beat officer "so that he is perceived and is understood and is able to act as a chief of police for his beat."

But the apparent lynchpin of the 43-year-old commissioner's philosophy is the establishment of mutual trust and respect — again, a "partnership" — between police and the citizens. He terms this a "revolutionary thing" for law enforcement, and thus far the revolution seems to be succeeding.

(This interview was conducted for Law Enforcement News by Peter Dodenhoff.)

'For the most part, police officers don't enjoy — as most professionals don't — having a lay person having some kind of partnership in helping to determine what that job is all about. But it has to take place.'

terized some cities. And again, I think our police officers are beginning to understand that, and that's a revolutionary thing, I believe.

Partners against crime

LEN: In Atlanta, or in general?

NAPPER: Well, to the extent that police officers understand that at all is revolutionary. And certainly our police officers, by and large, have not been qualitatively different from police officers in other cities. For the most part, they don't enjoy — as most professionals don't enjoy — having someone, a lay person, having some kind of partnership in helping to determine what that job is all about. School teachers don't like it, by and large. I don't think anybody really likes it among professionals — doctors, lawyers — but it's something that I think has to take place, in the city of Atlanta and in law enforcement generally. We have to talk about and view this whole enterprise as being one of sharing, one of a partnership, and truly allowing for the priorities of issues and problems to be determined as much by our observations and experience as by the perceptions and understanding that our citizens also have. And to the extent that you can begin to do those kinds of things, I think you've made important headway in developing the kind of atmosphere and the kind of community in which mutual trust and respect is going to be the hallmark of progressive policing.

LEN: Are the fruits of that kind of philosophy something that you can only spot much further down the road, or are they more immediately recognizable and tangible?

NAPPER: I think that they're both. Certainly, we're doing it for the long term, and that is the kind of thing that is beginning to be manifested in the city of Atlanta in our experience. For example, one of the things that we're moving into — and again, it puts the city on the cutting edge of making important contributions to law enforcement — is this whole concept of entering into contractual relationships, as it were, with various sectors of the community — neighborhood groups, business groups, what have you. Our people sit down with representatives of the organization and talk about the whole range of problems that exist, and at some point a priority list of problems is established, maybe the top four or five problems. Then pledges are made, commitments are made, by both the police and the organization, as to what either will be doing to impact on those problems. The zone commander or whoever has responsibility for delivering police services in that area would be the one to sign off with respect to what is going to be from the police point of view. Citizens may decide they want to have more Neighborhood Watch or this or that, and that's also a part of that kind of contractual arrangement.

It speaks to accountability. One of the issues that is addressed by having that kind of system is that we publicly indicate to this neighborhood that these are the issues that you have indicated we need to deal with, and we are publicly saying that we are going to impact on those problems through a number of strategies, some of

Turning Things Around

LAW ENFORCEMENT NEWS: A recent newspaper report said that crime in Atlanta was down as of the last count, and the report quoted Mayor Andrew Young, among others, as saying that such things as citizen involvement in crime prevention contributed to this decline. Despite the fact that some police chiefs would contend that it's grossly unfair to ask the question "Why did crime go down," have you been able to isolate a reason or reasons why this in fact happened?

NAPPER: Well, as you suggested, depending on who you talk to you'll get all kinds of responses, but there are a couple of things that I think are extremely important in understanding the Atlanta situation. One has to do with our police officers. I really feel that to the extent that morale counts for anything, it's probably as high as it has been for a very, very long time. There are probably a number of reasons for that. We were able for the first time in several years to have the strength at the level that is authorized. You're probably aware of the fact that we've been in court for a long time on discrimination and reverse discrimination charges, and we weren't able to hire people, so the attrition was really draining us and creating some real problems for us.

The second factor is that we weren't able to promote, so there are a number of people who left to go to greener pastures, people who certainly should have been promoted and weren't, and all of that impacted on morale. We were able to deal with both of those factors, and to institute some important training programs in addition. So I think we have officers who are aggressively carrying out their responsibilities, but professional and humane at the same time. And I think that many of the officers are now beginning to understand something we've been talking about for a long time, and that is the simple fact that we cannot do the job by ourselves. We have to have the support and cooperation and participation of all the citizenry in every sector of the community. And it really helps, in terms of bringing that about, for them to handle themselves in such a way as to encourage that, to help create the kind of atmosphere that is conducive to people coming together, while at the same time we're developing the appropriate strategies, programs and tactics that allow for the police and the community to work hand-in-glove together.

Another factor that I consider extremely important — and it's not new, it's one that most chiefs are talking

about and getting involved in, creating an atmosphere that allows it to happen — is that there's a growing number of citizens in the city of Atlanta who truly understand that we can't do it by ourselves, and they understand the value of their getting involved and not being on the sidelines booing, or whatever people do on the sidelines. They see the importance of getting into that themselves and playing a number of roles that are helpful to the police and, I think, send a kind of message to existing and would-be criminals that there's no way you can do these kinds of things in the city of Atlanta with impunity. If you do it, we're not going to be afraid to call the police, and if we believe you're doing it, we're not going to be afraid to call the police. And, in many cases, they even have the courage to go down and testify, and just to get involved. I think the Neighborhood Watch programs tend to speak to that, the number of meetings that take place. We're always involved in meetings, meetings and more meetings. It surprises me on those occasions where I hear other chiefs talk about not going to very many meetings. That, to me, is the lifeblood of having a kind of partnership that I think is essential to doing the things that have to be done to impact on crime, to the extent that the law enforcement and criminal justice sectors can impact on those kinds of problems.

LEN: It's a dose of preventive medicine, so to speak?

NAPPER: It's that, but it's more than that. It's really a philosophy. I do believe that it's better to do as much up front as you can, rather than trying to respond to a situation in record-breaking time after the fact. Even the process of doing that says something to the police as they're involved in that, and it says something to the citizens that we're trying to engage — that we care.

I may be wrong on this point, but I think that what makes Atlanta, for example, different from, say, Miami is not that we don't have people in Atlanta who catch hell, who are unemployed or what have you. But rather, in addition to there being aggressive leadership in the city government and the civic aspects of Atlanta, we have spent a lot of time engaged in meetings, doing the kinds of things that let people know we care — so that if there is a problem situation, we don't have to worry about building trust after a riot or during a riot. We've established that beforehand. If something does happen, it's easier for us to intervene and cool it off without there being the big aggravated problems that have charac-

Owner of public safety

which will be shared, others of which will not be shared. We're not going to say, for example, that in order to deal with prostitution we're going to have somebody undercover wearing a green hat on Thursdays between 12 and 3 in the morning. But it's a way of saying, or allowing the people to say, "Hey, you indicated on May 18 that you were going to do these kinds of things. You guys haven't done a damn thing." So we're putting ourselves in a way so that we can be held accountable, so that people can have a feel for the kind of bang that they're getting for their buck.

It's also important in terms of continuity, so that even if and when we have to move an officer from a given area, the person coming in will have a piece of paper indicating what are the primary problem areas and concerns that exist in that community. So in addition to responding to calls for service and making arrests, he or she will be involved in doing various kinds of things to satisfy that kind of commitment. We've just begun to do that, again, as an expression of the philosophy that was indicated and as an extension of things that we've already begun to do in the city of Atlanta. So I would think that before the year is out, we're going to have 15 or 20 pacts, as we call them, already in the city of Atlanta. We're doing it, beginning in the fall, on a much more systematic basis than we have up to this point. The people are very excited about it and we have a citizens' advisory group that is now involved in helping us to develop a plan of implementation. It's just a very exciting process.

LEN: Does this process also involve internal feedback from the rank and file as far as their putting forth ideas that will put the Atlanta Police Bureau more in tune with the community and make them more responsive to community needs?

NAPPER: That's a good question, and a very important question, because at this point I've been spending a lot of time readying the community folk, explaining this whole concept to them and how I feel that it makes a very important contribution to the city as well as to law enforcement in general. At the same time we've begun to talk about this kind of concept with our people as well, so that they understand it. It's not something that everybody understands at this point. It's very much in its embryonic stage, but when the implementation of it comes about, we will have redefined the role of our beat officer, so that he is perceived and is understood and is able to act as a chief of police for his beat. There will be no plans that are developed for a particular area without the officers who have the responsibility for delivering

the services in that area having some integral and important role in developing what the plans are.

LEN: Again, going back to a term you used earlier, would you see this as a revolution in present-day law enforcement strategies, this creation of a microcosmic police chief on each beat?

NAPPER: There are a lot of people who give lip service to this and talk about it, but I don't know of any place that it's been done in the sense that I'm suggesting. Of course, if there are departments that resist the whole notion of partnership and sharing, then they're not going to necessarily have that kind of police officer created anyway in their departments. But I think we have bright, young, capable people, for the most part, who are getting into policing, and I think we should utilize their experiences, their knowledge, their instincts. They are the ones who are out there most of the time anyway, and if we can't build on their perceptions and understandings, I don't see how a meaningful program can be developed to impact on the problems that are there.

The deep freeze

LEN: Since the department had to endure the hiring

'We have bright, young, capable people who are getting into policing, and we should utilize their experiences, their knowledge. They're the ones who are out there anyway.'

freeze and the promotional freeze over a period of some years, does that leave the department with some sort of vacuum of experience at one level or another, say, in the 5-to-15 year bracket?

NAPPER: I've not looked at the breakdown along those areas. I know that there were a number of people in that range who left during this period because they believed the grass to be greener with some other police department or in some other profession. Some of them have come back. We've had a dearth of managers at the lieutenants' and captains' levels and even at the sergeants' level, our first-line supervisors, because of our inability to promote. That creates a particular challenge for us in putting together the appropriate training programs so that they can know what is expected of them and then go about doing it.

I think one of the things that's been missed in looking at the Atlanta experience — because people have tended to focus on the negative aspects for the most part — I



Commissioner Napper sports the official headgear of the United Youth-Adult Conference, an organization that planned to develop civilian security patrols for training by Atlanta police.

Wide World Photo

guess there are two things. One has to do with how the entire city, blacks and whites, rich and poor, every sector of the community, came together to view the problem not just as a black problem, not just as a police problem, but as a community problem, in doing the various kinds of things to respond to it from that point of view. The other thing is how the police — and I'd like to think I had something to do with this — were able to come through that whole period and still hold their heads high and continue to do the kinds of things they're doing right now. Not only was there the situation that we just talked about, the hiring freeze and not being able to promote, obviously there was the crime problem that we had in 1979 and the missing and murdered kids situation. There are those who were suggesting that the sky was falling and that the Atlanta police was just totally incapable, incompetent and all these other negative kinds of descriptions. Yet our people came through that whole period with their heads high, being proud of the fact that they are members of the Atlanta Bureau of Police Services, even though earlier there was some self-doubt. But we kept together, and I'm very proud of how our people have been to come through that whole period.

LEN: Looking at the freezes once again and the possibility that you do have a gap in experience levels — and, presumably, a bulge at the lower end of the experience scale — does that provide you with some kind of golden opportunity to create the type of police officer that will fit into the overall law enforcement scheme you just outlined?

NAPPER: I really think so; that's absolutely correct. We have a high percentage of our police officers who have been in three years or less, so they're not, say, burdened by some other kinds of experiences that don't allow them to be receptive to different ways of doing things. This is an opportunity that we want to seize in order to develop and implement the kinds of programs I just indicated to you. It has its negatives, in a sense, but on the other hand there are positives that we focus on and we plan to utilize for our program.

A panel of experts

LEN: You mentioned a moment ago the missing and murdered children episode of a few years back. One of the phenomena that grew out of that was the fact that, toward the end of the investigation, the department brought in several investigative specialists from around the country, under the direction of Pierce Brooks. Is that the kind of investigative approach that you see hav-

Continued on Page 10



BRAIN TRUST: George Napper (c.), then Atlanta's police chief, joins a 1982 press conference with Lee Brown, the public safety commissioner at the time, and Morris Redding, head of the task force that investigated the murder or disappearance of 28 young blacks. Redding is now police chief in Atlanta.

Wide World Photo

Interview: Atlanta Commissioner George Napper

Continued from Page 9

ing the potential for future use, and under what circumstances would there be such a potential?

NAPPER: Well, when you have the kind of experience that we were having with missing and murdered kids, first of all you want to make sure that you don't leave a stone unturned. In terms of getting expertise or evidence or information, or what have you, that can bring that kind of thing to a solution as quickly as possible. The notion of bringing in other investigators from other parts of the country who have similar kinds of experiences, I think, is one that is worthwhile for law enforcement. Just the whole idea of there being that kind of collaboration and cooperation within the profession — hell, the doctors do it, flying in people from other places to take a look at the situation and give their opinion. As we develop as a profession, there's no reason why we should not look at those ways of professional cooperation. It was worthwhile for us.

LEN: Granted you said that before the experts were brought in, you left no stone unturned in terms of following up possible leads and so forth, but how do you go about preventing or overcoming any in-house paranoia about bringing in what might be seen as carpetbagging hotshots from out of town?

NAPPER: There were some people who had some negative feelings about that, to be perfectly honest, and some of them it was because they didn't understand what was going on and why. And because of the hell we were catching, from the media and others, suggesting incompetence and what have you, that it was an ultimate slap in the face to bring in some other people, some misinterpreted it as meaning we can't do the job and all these hotshots are going to do it. That was unfortunate, but I think that that kind of thing can be minimized when enough time is taken to talk about that as being something worthwhile — that the investigators who are involved in the case and the leadership can sit down and weigh the pros and cons of doing something along those lines. This was a change, something that was new to our profession, and any time you talk about change you're going to have some resistance, you're going to have those kinds of problems.

But I think that — God forbid we have any more situations like that, but I assume that we are — to have people on a consulting basis, to bring them in under those circumstances helps our profession and it brings the members of the profession closer together, so that we can understand that a lot of the boundaries that exist are really kind of artificial, and the criminals and others that we deal with really don't give a damn about them. I think we need to appreciate the importance of collaborating and coming together and having greater cooperation and dealing with singularly important problems like this, and just the whole notion of closing ranks to let the criminal sector know that we are together, and also to let the citizens know that we're not going to let petty jealousies, personality conflicts and other things keep us from providing the kind of service that the people paying our salaries deserve.

The academic edge

LEN: You were brought into the Bureau of Police Services from the academic environment. Does that kind of background offer significant advantages to you in coming into law enforcement?

NAPPER: All things being equal, I would say yes. And it's not just the degrees themselves, but I think it's the process, the discipline and the kinds of experiences you go through in order to obtain them. I think what we're going to see in policing by and large is not only the chiefs being much more educated — that's a trend that exists right now — but also the officers as well. Policing doesn't take place in any kind of vacuum; the socioeconomic, political dimensions of a city play a large role in the kind of policing that goes on in a particular area. I think that the degrees are in some cases not necessary; they're certain not sufficient by themselves. I know people with degrees who are among some of the dumbest people I've ever met. On the other hand, some people who've never seen the inside of a college have great common sense and do very well in terms of dealing with their environment.



THE WAY IT WAS: Two of the first eight black police officers in Atlanta check a driver's license on their first day on the job in 1948. The police chief at the time, Herbert Jenkins, instructed the black officers not to arrest white people.

Wide World Photo

But again, all things being equal, it does not hurt for someone to have gone through that kind of discipline, to be exposed to a larger world, to be involved in reading, writing and communicating, because those kinds of skills are increasingly important. It doesn't matter at what level. For the police officers, ultimately, they're going to be the ones from whom you choose your sergeants, lieutenants, captains and chiefs, and there's no reason why you cannot have, and should not have that pool of resources, and those kinds of people who have that kind of vision and broader understanding of factors, not only as they relate internally to what administering a police department is all about, but the larger factors that impact on all of that. For a police chief to be successful he has to understand that and know how to deal in that kind of environment.

'You're going to see increasing numbers of blacks at the higher ranks. Whites have to get used to the idea that there are going to be some blacks signing their pay checks.'

LEN: Your experience as a community organizer and poverty-program official, which presumably came about in the 60's during the "Great Society," would seem to suggest that you fall into the generation that cut its teeth during that era — the one that, some would say, held the promise of bringing great enlightenment and progressive change to American society on a broad scale. Is it safe to project that as more people from that era become involved in the administration of justice there is a certain humanism that might be imparted to policing that had been previously absent or understated?

NAPPER: All I can do is hope that that would be the case. But [I wouldn't] suggest that that generation had a monopoly on humanism — because there were a number of other people who were much older, and some who were after that generation. There was, though, a sort of ethos that characterized that generation as having that kind of concern for humanism. I don't think we need to be chauvinistic about that generation, but just to identify people who do have that kind of humanism and sensitivity and who can still carry out their responsibilities in a firm, forceful way. I'm hopeful that it can make a difference.

To the extent that police are doing their thing without community involvement, I think it allows for a certain kind of oppressiveness that frightens me. There's not a city in the country — maybe with Atlanta being the

only exception, and I'm not sure that's totally true — where police officers are not afraid to go into the public housing centers. And when they go there, they go there with the SWAT units or a whole squad of folk, or with their guns at the ready or with their batons circling the air. A lot of that is because the work that was needed — and still is needed — to bring the police and the community closer together has not been done. So there's that fear, that mistrust, and the police take on a very oppressive kind of demeanor; they're viewed as being oppressors. The old clichés about the occupying armies and things of that nature, it's real, and it's because those things have not been done. Part of this, I guess, is consistent with a whole overreliance on the criminal justice system, and the police in particular, that people have — "It's their business, so I will not get involved in it." And when they don't get involved in it, I think it moves the police backwards and certainly does not help them move in the direction that I think it needs to move in — and will move in — in the 1980's.

Changing the color of policing

LEN: There's a slow, barely detectable growth in the number of police commissioners and chiefs who are black, particularly in the major cities, and the potential for more of this. Yet at the same time there are undoubtedly numerous black police administrators who are qualified to lead departments, but who don't manage to rise to the chief's office. What in your estimation is holding back progress in this respect?

NAPPER: I think the simple answer has been the racism issue. The police as a profession is still pretty much a white male bastion, though I think that's being chipped away because of the influx of blacks, Chicanos and women. Any time you're talking about change, there's always going to be a great resistance, and that is something that city mayors and city managers are going to have to deal with in terms of the implications it has for their police departments and the relationship of that police department to the citizenry that they're trying to serve.

I think we're going to see increasing numbers of enlightened police administrators, both black and white, and it pleases me to know that there are some fine white police administrators as well. I think you're going to see increasing numbers of blacks assuming greater responsibilities at the higher ranks of chief, deputy chief, etc., in police departments throughout the country, and I think that the benefits to be derived from that are very important ones in terms of "de-racializing" the department itself. Whites have to get used to the idea that there are going to be some blacks who are going to be signing their pay checks. To the extent that they can be involved in that kind of contact and be able to have the kind of trust within the department that we're trying to establish between the department and the citizenry, it's going to help that department. And, obviously, it's going to have some very important implications for the quality of police services.

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CRIMINAL JUSTICE LIBRARY

We read and review...

Organized crime: a lot more than La Cosa Nostra

Organized Crime: Concepts and Control, 2d edition. By Denny F. Pace and Jimmie C. Styles. Englewood Cliffs, N.J.: Prentice-Hall, 1983. 286 pp.

Mention organized crime and the average citizen (or the average police officer) thinks of the Mafia or La Cosa Nostra. But organized crime is much more. A useful definition can be found in the 1978 statute outlining the powers and duties of the Pennsylvania Crime Commission:

"The unlawful activity of an association trafficking in illegal goods or services, including but not limited to gambling, prostitution, loan-sharking, controlled substances, labor racketeering or other unlawful activities or any continuing criminal conspiracy or other unlawful practice which has as its objective large economic gain through fraudulent or

coercive practices or improper governmental influence."

The authors of this work don't include a workable definition of organized crime until three-fourths of the way into the book. As this book seems to be intended for students, a definition should have been mentioned earlier in the text. The previous edition of this book used a more official definition taken from the Oyster Bay Conference on Organized Crime, but for some reason the definition was omitted from this latest edition.

Overall, the text will be useful to students, police officers wishing to familiarize themselves with the subject, and those desiring a good, solid introduction to the workings of organized crime.

The chapters covering gambling, prostitution, drugs, pornography and white-collar crime are informative, yet concise. The history of gambling lays an excellent

foundation for the dilemma that faces law enforcement: while the police are cracking down on gambling, the legislatures are considering legalizing it.

In the chapter on Organized Crime and Business Transactions, the authors give an eye-opening example of how the organized criminal element is using computers to further its goals. After having read this chapter, I had visions of bookmakers using their microcomputers to communicate with each other around the country. It would be simple to use the microcomputers to lay-off bets. How will this new technology affect the laws covering electronic surveillance?

This leads us to another question: Are the police technologically sophisticated enough to be effective against organized crime in the future? Are we prepared for the computer-age criminal?

When the authors write about the Mafia or white-collar crime, their expertise becomes evident. However, when they attempt to write about militant groups and terrorism, their lack of knowledge or enthusiasm is equally obvious.

Even though militant groups would fit a broad definition of organized crime, the authors should have concentrated on white-collar crime and the crime syn-

dicate. Militant groups and terrorism should have been omitted from this book, and the crime syndicate motorcycle gangs should have been included. The text completely ignores motorcycle gangs as a form of organized crime, yet the involvement of the Hell's Angels and other motorcycle gangs in the distribution of illegal drugs in this country has been well documented.

Pace and Styles constantly remind us that the ultimate preventative for any type of crime is an aroused citizenry. Organized crime is no exception to this postulate. They feel that the best way to inform citizens about organized crime in the community is through such bodies as the Chicago Crime Commission and the Pennsylvania Crime Commission. In fact, crime commissions should use the 1980 report of the Pennsylvania Crime Commission as a model for their own reports.

Overall, "Organized Crime: Concepts and Control" is an excellent primer for the novice student of organized crime. It will also make good reading for the police officer newly assigned to a vice, intelligence or organized crime unit.

KEN BOVASSO
Research & Planning
Omaha Police Division

A tour guide to reference works, a synthesis of research tactics

Criminal Violence. Marvin E. Wolfgang and Neil Alan Weiner, eds. Beverly Hills, CA: Sage Publications, 1982. 350 pp.

At the same time, this book of readings manages to be both a state-of-the-art reference book on the subject of criminal violence as well as a reference to some important new approaches to organizing ideas and research in the future.

As such, it manages to be extremely important work for several different audiences. Like any reference book, it provides anyone who would like to avoid reading and synthesizing hundreds of complex journal articles with a concise and clear overview of the research and findings of a great many researchers. For

those doing their own research or writing, it is a bibliographic guide to the complexity of these fields, and a tour guide to more detailed works. Finally, for researchers or graduate students planning their own research, it is an introduction to some important new paradigms, indexes, methods and research needs.

It is sometimes impressive what money can do. This book, part of a National Institute of Justice grant, commissioned review essays by some of the most important researchers themselves. Each article is a bibliographic and interpretive review of the literature in the field, and in some cases a research statement on the latest directions the author is working in.

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In search of the big picture: major issues in juvenile justice

Juvenile Delinquency: Theory, Practice and Law. By Larry J. Seigel and Joseph J. Senna. St. Paul, Minn.: West Publishing Company, 1981. 542 pp.

This book provides a survey of juvenile justice issues intended for university students. The authors come closer to achieving their purpose of examining the theoretical, legal and practical dimensions of juvenile delinquency than any other book with which this reviewer is familiar.

The authors divide the book into seven parts: the definition and measurement of delinquency; theories of delinquency; environmental factors associated with delinquency; a systemic overview; processing by juvenile justice agencies; post-adjudication procedures, and the rights of minors under the law.

Subsequent editions could be strengthened by providing more than scant attention to preventive and early intervention techniques. The "social development" theory of delinquency should also be addressed within their second chapter on "Theories of Delinquent

Behavior." Outdated generalizations should likewise be corrected. For example, not all states arrest, try and detain status offenders.

Pedagogical features that may be of help in transmitting information regarding juvenile justice include chapter outlines, chapter summaries, vignettes of actual practices and suggested readings. An extensive glossary and subject index are included. "Discussion questions," too frequently of an inane variety, follow each chapter (e.g., "Was there a delinquency problem in your high school?"). The references are complete and extensive, and certain unique chapters are featured in this book: child abuse and neglect, schools and delinquency, juvenile gangs.

As an undergraduate text, this book offers a comprehensive and objective summary of the major issues in juvenile justice.

LARRY MICHAEL FEHR
Executive Director
Washington Council on Crime
and Delinquency

CRIMINAL JUSTICE EDUCATION

The End of the Beginning

by

Richard Pearson, Theodore K. Moran, James C. Berger,
Kenneth C. Laudon, Janice R. McKenzie, Thomas J. Bonita III

Criminal Justice Education: The End of the Beginning is the result of a five-year study of criminal justice education in American colleges and universities. The authors — a faculty planning group at the John Jay College of Criminal Justice — based their findings and conclusions upon 250 questionnaire surveys among respondents in 37 states at 146 institutions, campus visits for interviews at 14 universities, and a content analysis of college catalogs. In addition, an advisory committee appointed by the Academy of Criminal Justice Sciences contributed guidance and suggestions on methodology and, based on a second questionnaire, confirmed and extended the findings of the authors.

The study examines a sector of postsecondary education that grew intensively during the late 1960's and 1970's when other sectors faced dwindling enrollments, limited budgets and marginal growth. During two decades, the authors found, an early emphasis on vocationalism in criminal justice education was replaced by academic programs developed in the humanities, the social and behavioral sciences, and professional subjects. They examine a professoriate that strongly emphasized practical experience but later developed traditional academic credentials. They describe new and distinctive ways that were developed to teach non-traditional students, including mid-career police officers and other criminal justice practitioners.

The authors conclude that criminal justice education has, during only two decades, become an established, vital part of the educational curricula in America colleges and universities. They also attempt to define some of the current and future problems for educators, including the need for scholarship and research, the tension between general liberal arts studies and professional studies in law enforcement and criminal justice, vague educational objectives which need clarification, and the quality of criminal justice education.

Criminal Justice Education will be of interest to criminal justice educators at college and universities and to law enforcement executives and practitioners who are concerned with the development of their field. For educators generally, this book provides evidence that postsecondary education has not lost its capacity for innovation and growth.

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Four years in the making...

Westchester merger shows signs of coming together

Continued from Page 1

quarters, the county will expand the existing building and has hired an architect to begin drawing up plans.

The conflict over which union would represent the combined department was settled with a charter vote, with the PBA, which had represented officers in the Parkway Police, winning over the Civil Service Employees Association, which had represented the sheriff's department.

PBA president Lynch said the new union is operating smoothly, and expects to end its current contract negotiations very soon. The old contract expired March 31, and Lynch said the two sides are "on the verge of a new settlement."

One reason the new Westchester County department has begun to unite, according to Sweeney, is that 40 officers have been added to the ranks in the past year, and those officers have allegiance to neither of the old departments. In addition, a number of promotions has allowed officers from both departments to work together and "this has had a blending effect," Sweeney said.

The result, department officials said, has been a more effective agency. They pointed out that arrest levels have gone up 40 percent in the past year and drunken-driving arrests have soared by 119 percent.

Other positive results, officials say, are new programs begun by the merged department. One of the most successful has been a drunken-driving enforcement program operated in conjunction with local police agencies in the county, in which roadblocks are set up to screen drivers for those who are intoxicated.

Another is the crime analysis union



Sweeney

that records and compares crime reports from 39 police districts in and around Westchester County. The computerized system allows each agency to keep up with trends in crime and track mobile criminals who may move into other jurisdictions nearby.

In the future, Sweeney said, the department also hopes to expand its scuba program and accident investigations program to assist local agencies when specialized help is needed.

But despite the optimism by those in the department, there are signs that the merger is not yet a total success.

When voters approved the merger, many county leaders promised the more efficient operation would save the county \$500,000 in its first year. County legislators held the department to this promise and cut half a million dollars from the agency's budget, hindering the merger in the process. Thus far, however, the consolidation has resulted in no significant monetary savings.

"There was a lot of pressure put on the

department in the beginning to show some savings," Sweeney said. "Some of the original assumptions about the degree of overlap may have been wrong."

Sweeney said the only major area of overlap between the departments was in communications, which have been merged. But although the merged department is not more economical, he said, it is more effective. "The greatest gain has been the elimination of the competitiveness," he said.

Another area that has been left unresolved is that of the court officers from the former sheriff's department,

who are responsible for maintaining security in the courtrooms and transporting prisoners. Although that function does not fit into the public safety department structure, the court officers have remained part of the department. They are expected to become state correction officers eventually.

And although Lynch, Sweeney and others brag about their pride in the new department, old loyalties still tend to die slowly. "I guess I'm just an old-line Parkway Police officer at heart," Lynch said.

New book offers fine example of the value of Federal grants

Continued from Page 11

Of course, like most reference works, virtually everything within these pages appears elsewhere, and could be found by anyone with a top research library, good research skills and unlimited time. The authors here obviously duplicate and synthesize some of their other works, much of which was originally done in conjunction with other Federal grants. The advantage here is that all of this has been synthesized into one volume, with extraordinary bibliographic guides.

For example, in a comprehensive run through about 325 articles and books, Sarnoff Mednick et al. report, critique and evaluate the most important work in biological causation, including the methodologically impressive work in autonomic nervous system (skin conductance) and neurophysiological (EEG) responsiveness, which is rarely available to those in criminal justice. There seems to be excellent reason to argue that some violent offenders do have organic brain dysfunction, although there is no reason yet to argue that this dysfunction is genetic, rather than environmentally induced or mediated.

Edwin Megawee similarly provides both a review of the literature on the psychological determinants of criminal violence, and his own explanatory model in need of future work. The work on longitudinal studies has been pulled together by David Farrington, an important researcher in that field, while Richard Gelles, a pioneer researcher in domestic violence, does an excellent job

of synthesizing the work which has been done on child and spousal violence.

Additional chapters cover the role of firearms in violent crime, which features predictive hypotheses by Philip Cook for study based on the best currently available knowledge; situational approaches to understanding and predicting individual violence, where John Monahan and Deidre Klassen attempt to take into consideration the interrelationship between personal violence and the situations in which it is more likely to occur, and a review of the literature on the reaction by the criminal justice system to the violent offender. This final chapter, by Peter Greenwood, summarizes not only the studies on current reactions, such as sentencing and prosecution, but also the predictive studies which attempt to assess the value of mandatory sentences or career prosecution programs in reducing violent acts.

It is hard to imagine a better value for the cost of this book, as for most of us it can replace a carton of books and a file cabinet of reprints, presuming one has the time and ability to read and summarize or organize it anyway. This project has also produced a set of annotated bibliographies available from the National Criminal Justice Reference Service on document loan, and single-handedly represents a fine example of the value of Federal research grants.

MARTIN D. SCHWARTZ
Department of Sociology
University of Kentucky

Miami hopes to have simulator in operation by February '84

Continued from Page 3

The simulator used in Flint has been in operation since July, and Ruffini said he has been pleased with the results.

"I was somewhat skeptical that it could do what they said it would do," he said. "But it has really been effective."

Witt said he hopes Miami's simulator, which will be in operation by February, will ease problems with questionable shootings. Since December, when the killing of a young black man by a Miami police officer touched off several days of rioting, four Miami or Metro Dade police officers have been indicted for manslaughter. One was recently acquitted.

Ruffini said the question of whether the expensive equipment should be put to use in more departments is hard to

answer.

"It's hard to say. But if it saves a bad shooting incident, I would say it's worth it."



Back in the lockup

Convicted Puerto Rican terrorist William Morales glares through the bars of his cell in a Mexican jail after he was captured recently. Morales lost much of his hands in an explosion at a New York apartment described by police as a bomb factory. He had been a fugitive for more than four years.

Wide World Photo



And the crowd loved it

A Portland, Ore., police officer talks to a man identified only as "Ernie" on the Burnside Bridge just before Ernie jumped into the Willamette River 55 feet below. Ernie was picked up by a fireboat and was taken in for psychiatric evaluation. People attending Portland's Rose Festival watched and cheered as Ernie jumped. *Wide World Photo*

LEN interview; Atlanta's Commissioner George Napper

Continued from Page 10

tions for the quality of police services. LEN: At the levels below that of commissioner or chief, in the Civil Service ranks, what's it going to take besides time to change the white nature of policing? Are quotas the answer, or simply a more conscientious application of non-discriminatory hiring practices?

NAPPER: Well, I don't think anyone is going to sit back and wait. It might take some initiatives, as it were, to bring about what needs to be brought about in terms of correcting the whole history of ills that still characterize many police departments. That's what we're seeing in these consent decrees and the actions taken by various groups to correct the problem. I have no particular problem with quotas or other ways of redressing that problem, but the fact is that the problem needs to be redressed — and the sooner the better. Especially in the larger cities, and the smaller cities as well, you're seeing initiatives taken by black police associations and other organizations to correct those kinds of problems. LEN: Do quotas, in and of themselves, threaten the foundations of the Civil Service? That has been one of the countercharges, and certainly the number of reverse discrimination lawsuits in this area speak to the matter. Just how far can hiring plans and affirmative action efforts and quotas go?

NAPPER: I guess that's really a ques-

tion for the courts ultimately to decide. I feel that if the mayor and the city manager and others who have that kind of authority and responsibility in the city — police chiefs, commissioners — are progressive in terms of understanding the issue, in doing what they can to deal with it, then it doesn't have to go to the courts. But in those instances where there is that kind of resistance, whatever the rationale might be, then the courts are going to intervene and make whatever determinations have to be made to deal with that situation.

LEN: In your estimation, will the IACP ever be ready for a black president, and if so, what will it take, besides time?

NAPPER: That's a tough one. The IACP needs to have progressive leadership, and it needs to have voices that speak to what the urban big-city police chiefs and departments are all about. At this point that is not the case. Therefore, I think it has a very distorted view of reality and I think that it does not come close to representing what policing is all about and what it will need to be all about in the 1980's. If it continues the way it is, of course there can never be a black to ascend any time soon to the rank of president of IACP, and I would assume, therefore, that when that comes about, it will suggest some readiness to change its philosophy and its posture and to be more responsive to the critical issues and problems in this country.



BURDEN'S BEAT

By ORDWAY P. BURDEN

Channeling private funds to the police: you start with a firm foundation

You don't see those old "Support Your Local Police" bumper stickers much any more, but a lot of people and companies still offer tangible support in the form of gifts to police agencies. We're not talking about petty graft, but about gifts of horses for mounted patrols, dogs for canine corps, furniture for the station house and sometimes funds for special projects.

It's all welcome, provided that no conflict of interest surfaces — always a touchy question for a public agency like the police. In New York City, the conflict-of-interest problem was taken out of the hands of the police department in the wake of the Knapp Commission's report on corruption in the department. Since then, a nonprofit foundation receives all gifts for the police department, thus eliminating direct contact between donor and recipient. The New York City Police Foundation is unique in the nation, as far as the International Association of Chiefs of Police is aware.

The New York City Police Foundation is more than just a conduit for gifts, though. It actively seeks funds for special projects and programs that can't be paid for through the city's tight budget. "We develop programs in conjunction with the police department and then write a proposal to get funds from the private sector," said Gregg Roberts, the foundation's deputy director. Sometimes the foundation spearheads a public campaign to raise money for a particular purpose, as it did in a successful effort to get bulletproof vests for all officers.

In its role as a conduit for gifts, the foundation last fall received the largest grant ever given to the NYCPD, and maybe to any police agency — \$1.1 million donated by a charitable trust that asked to remain anonymous. The gift was earmarked for expansion of a computer system on robbery suspects and for the production of instructional films. Although exceptionally large, it was just one of hundreds of gifts given to the police department, via the foundation, last year. In fact, the city's executive budget predicted gifts worth \$8.6 million for the fiscal year, although it did not itemize what it expected. Most gifts, other than those actively sought by the foundation, are such things as horses (about 20 a year), dogs for the bomb squad, scooters and furniture.

"For example," Roberts said, "in Brooklyn Central Booking, officers had to sit on old seats that were taken from houses while they were waiting after making an arrest. So we got them some furniture, a TV, air conditioning, that kind of thing."

But, he added, "The majority of our activity is the program type of thing," and the foundation gets grants totalling upward of \$350,000 a year aimed at special programs. The largest was for a hypertension program through which police officers were screened and, if necessary, treated for hypertension, the bane of the police profession. The screening and treatment were provided at police precincts, making the program accessible and effective.

The foundation has also funded such projects as validation of the law curriculum at the New York City Police Academy; training aimed at "augmenting" or strengthening cases against violent criminals; participation by uniformed officers in community-based crime prevention efforts; a reward fund for information leading to the conviction of cop-killers; a management training program for superior officers; a scholarship fund for officers at universities and conferences; a microcomputer for the Police Academy; distribution of crime prevention booklets for handicapped people; the purchase of horses, feed, and equipment for the mounted unit; buying, training and maintenance for bomb-squad dogs; establishment of a revolving loan fund for officers retired on disability who haven't started getting their pensions, and upgrading the NYCPD's program for personnel with drinking problems.

While the New York City Police Foundation's budget is miniscule compared with the overall police outlay, the foundation provides a most useful service to the department. Other large cities where police have special needs that can't be met with tax dollars would do well to consider setting up similar foundations.

Once a detective, always a detective. Take the case of John Harrington, former national president of the Fraternal Order of Police. Last winter he was at a shopping center in Bucks County, Pa., when he spotted a manila envelope lying on the parking lot. Inside it he found \$40,000 in negotiable bonds.

No doubt John should have turned it over to the local police, but the memory of his days as a Philadelphia detective apparently was too strong. There was no name on the envelope. Nearby was a bank branch, so as a good detective should he checked there first to see if anyone had reported losing bonds. Nothing. Next John assumed that if the owner were elderly, the first thing he might do when he realized his loss would be to ask for divine guidance. John checked a nearby church. Again nothing. One of the bonds had been issued by Bucks County, so John checked with the local courthouse and got the names of brokerages that had sold the issue. Aha! After calling a few brokerages, John came up with the phone number of the owner. Happy ending! The owner, said John, "broke all track records" getting to his home. Unhappy coda — John got no reward except the satisfaction of having done a superior investigative job.

(Ordway P. Burden welcomes correspondence to his office at 651 Colonial Blvd., Westwood P.O., Washington Twp., NJ 07675.)

News from the lost and found:

Gregory Mershad, a 21-year-old tourist from Dayton, Ohio, called security officials at the Marriott Marco Beach Resort in Florida last month, angrily demanding that they find and return \$1,000 worth of personal property that

had been taken from his room. When it was eventually found and returned, Mershad was promptly arrested by sheriff's deputies.

The missing property was a bag of cocaine.

JOBS

Police Officers. The Pasadena, Calif., Police Department is accepting applications on a continuous basis for the position of police officer.

Candidates must be at least 21 years old, with vision no worse than 20/70 correctable to 20/30 and weight proportionate to height. Applicants must also possess a high-school diploma or GED, and must successfully meet California Minimum Training Standards. Screening includes written test, psychological and polygraph exams, medical exam and physical agility test, background investigation and oral interview.

Salary is \$2147-\$2436 per month after three years. Officers with associate degrees receive \$2212-\$2501; with bachelor's degrees, \$2255.33-\$2544.33. Lateral entry is available at the rank of police officer.

For more information or applications, contact: Lieut. Gary Bennett, Pasadena Police Department, 142 N. Arroyo Parkway, Pasadena, CA 91103. Telephone (213) 577-4575.

Postal Inspectors. The Inspection Service of the U.S. Postal Service is seeking able men and women for postal inspector positions. Duties are divided into three broad areas: criminal investigations, audit investigations and security/administration. The nature of a postal inspector's work requires much travel and frequent absences from home, and inspectors must be willing to accept assignment wherever their services are needed. Initial assignment will not be to the immediate area from which appointed.

Applicants should be graduates of resident colleges or universities with a minimum of a four-year degree. Degrees in accounting, law or the computer sciences make the applicant more competitive for available positions. Work experience in these areas is particularly

desirable. Applicants must also possess a valid driver's license.

Starting salary is \$23,669 per year; \$26,199 after a year's satisfactory performance. Salary rises to a minimum of \$28,119 within 2½ years of appointment.

Application forms can be obtained from any Postal Inspector in Charge. Local Post Offices can furnish the address.

Highway Patrol Troopers. The Florida Highway Patrol is conducting an ongoing recruitment campaign to recruit quality individuals for some 200 trooper positions.

Applicants must be at least 19 years of age and possess a high-school diploma or GED. In addition, applicants must meet at least one of the following requirements:

¶ Have at least two years of law enforcement experience after high school graduation;

¶ Have two years of active and continuous military service;

¶ Have three years of full-time work experience after high school;

¶ Completed at least 60 semester hours at a college or university.

Applicants must also have clean driving records.

Starting salary for troopers is \$13,968 per year. Starting salary is \$16,975 per year for troopers assigned to Broward, Dade, Palm Beach and Monroe Counties, to compensate for higher living expenses there.

For more information, contact any local Highway Patrol barracks or write to Florida Highway Patrol, 2900 Apalache Parkway, Tallahassee, FL 32301. Telephone: (904) 488-6517.

Police Officers. The City of Richmond, Va., is conducting testing on a weekly basis for the position of police officer, to bolster a department of 543 officers in 13 specialized divisions, serving a population of 250,000 in a 63-square-mile area.

Applicants must be at least 21 years old, with height and weight proportionate. Vision must be at least 20/50 uncorrected, correctable to 20/20. Two years of college are desirable, although candidates with a high school diploma or the equivalent will be considered.

Entry-level salary is \$16,536 annually, with an additional \$300 per year for officers with associate's degrees, and \$600 per year for those with bachelor's degrees. Benefits include a college tuition reimbursement program, 11½ paid holidays per year, three to four weeks paid vacation depending on longevity, health, life and dental insurance plans, one day of sick leave per month and a noncontributory retirement program.

The City of Richmond ranked 29th of 277 U.S. cities as the best place to live in the country, based on climate, housing, health care services, crime rate, recreation and the arts, transportation, education and the local economy. The city's economy ranks in the top half of the nation's urban area, with an unemployment rate that is the third lowest in the country. Future income growth is projected at 27 percent.

To apply or obtain additional information, contact: Department of Personnel, City of Richmond, 900 East Broad Street, Room 101, Richmond, VA 23219. Telephone: (804) 780-8733, 34.

Probation Officers. The City of New York is seeking qualified candidates for probation officer positions, which involve performing difficult and responsible social work or special assignments, including intake evaluation, investigation and supervision of persons within the jurisdiction of the courts.

Candidates must be U.S. citizens and must also meet one of the following criteria: a master of social work degree from an accredited college or university; a bachelor of social work degree and one year of full-time paid experience in casework and/or counseling in a recognized social work setting adhering to acceptable standards in the field of probation, parole, social services or a related field; a baccalaureate degree including or supplemented by 24 credits in psychology, social work, sociology or criminal justice and two years of full-time paid experience as previously stated. There is no competitive test other than an evaluation of a candidate's education and/or experience. Applicants must be 21 years old by the time of appointment.

Starting salary for the position of probation officer is \$18,062 per year. Probation officers are accorded promotion opportunities, when eligible, to the position of Supervising Probation Officer.

To apply or obtain further information, write: New York City Department of Personnel, Application Division, 49 Thomas Street, New York, NY 10013. There is a filing fee of \$13.00 for this position.

Runaways and Non-Runaways In an American Suburb:

An Exploratory Study of Adolescent and Parental Coping

by Albert R. Roberts, *Seton Hall University*

with an Introduction by Albert S. Allissi, *University of Connecticut*



Every year an estimated million people run away from home, and many of these people are adolescents who become victims of crime, drugs, sex, and murder. In approaching the problem of runaway youth, Professor Roberts studied and interviewed in depth thirty runaways and thirty other youths who had not left their homes.

"Dr. Roberts' study," states Dr. Allissi in the Introduction, "is not just another comparison control group study. . . (but) sheds light on concrete episodes, crucial situational and interactional variables. Parents and others so essential to the study process are brought into the study. . . as a significant component in the interactional drama that brings about runaway behavior. . . Dr. Roberts' study. . . forces us to recognize that the problem behavior of our youths. . . lacks meaning unless it is seen in the situational and interactional context in which it is fostered and subject to social and legal controls."

134 pages

paperback

\$3.00

Criminal Justice Center Monograph No. 13

Order prepaid from The John Jay Press, 444 West 56th Street, New York, NY 10019.

Police Chief Wanted

The Town of Chestertown (population 3,300), a municipality in Kent County, Md., has an opening for a police chief. The police department currently has seven sworn personnel and two support employees.

Minimum experience and training required

A combination of college courses, training programs and varied experiences in general law enforcement at progressively higher levels with supervisory responsibilities. Such a combination might include:

- College graduate with five years experience in diverse and responsible police work; or
- Two years of college and seven years experience; or
- Graduation from the FBI National Academy or special training program with varied experience.

The salary will be \$15,000 annually. Chestertown is an equal opportunity employer.

Resumes should be addressed to: William B. Nicholson Jr., Town Manager, P.O. Box 38, Chestertown, MD 21620. Resumes must be received by July 15, 1983.

UPCOMING EVENTS

JULY

- 17-22. The 1983 National Police Planners Association Planning Conference. Hosted by the St. Louis Metropolitan Police Department.
- 18-19. Electronic Spying and Countermeasures. Presented by Ross Engineering Associates. Fee: \$400.
- 18-19. Internal Affairs Investigation. Hosted by the Wilmington Department of Police. Fee: \$195.
- 18-21. Ninth International Forum on Traffic Records Systems. Hosted by the National Safety Council. To be held in St. Paul, Minnesota.
- 18-22. 38th Annual Short Course for Prosecuting Attorneys. Presented by the

- Northwestern University School of Law. Tuition: \$375. To be held in Chicago, Ill.
- 18-22. Fingerprint Classification. Presented by the Georgia Police Academy.
- 18-29. Traffic Accident Reconstruction. Presented by the Institute of Police Traffic Management. To be held in Richmond, Va. Fee: \$495.
- 21-22. Street Survival. Presented by Calibre Press. To be held in Fairfax, Va. Fee: \$60.
- 24-28. 1983 New Jersey State Association of Chiefs of Police Conference. Presented by the New Jersey State Association of Chiefs of Police. To be held at the Host Farms, Lancaster, Penn.
- 26-27. Street Survival. Presented by Calibre Press. To be held in Schenectady, N.Y. Fee: \$60.

- 28-30. Advanced Self-Defense. Presented by the Koga Institute. To be held in Lakewood, Co.
- 31-August 3. Terrorism in the 1980's. Presented by Richard W. Kobetz & Associates. To be held in Calgary, Can. Fee: \$360.
- 31-August 5. 31st Annual Auto Theft Investigators Seminar. Conducted by the International Association of Auto Theft Investigators (IAATI).

AUGUST

- 1-3. Advanced Arrest Techniques. Presented by the Koga Institute. To be held in Salt Lake City, Utah.
- 7-10. Hostage and Kidnap: Tactics and Negotiations. Presented by Richard W.

- Kobetz and Associates, Ltd. To be held in Seattle, Wash. Fee: \$350.
- 8-12. Analytical Investigation Methods. Presented by ANACAPA Sciences, Inc. To be held in Minneapolis, MN. Fee: \$395.
- 8-12. DUI Managers. Presented by the Georgia Police Academy.
10. Weapon Retention. Presented by the Koga Institute. To be held in Los Angeles, Calif.
- 10-12. Twenty-First Annual Seminar on Determining Cause and Origin of Fires and Explosions. Presented by National Association of Fire Investigators. Fee: \$150.
- 15-17. Sex Crimes Investigation. Conducted by University of Delaware.
- 15-17. Small Computers in Criminal Justice Agencies. Presented by the Anderson Publishing Company. Fee: \$285. To be held in Fort Mitchell, Kentucky.
- 15-19. Analytical Investigation Methods. Presented by ANACAPA Sciences, Inc. Sponsored by the Georgia Police Academy. To be held in Atlanta, Ga. Fee: \$395.
- 22-28. Officer Survival. Presented by the Georgia Police Academy.
- 29-September 2. Special Weapons and Tactics (SWAT). Presented by the Georgia Police Academy.
- 29-September 23. Advanced Traffic Management. Presented by the Georgia Police Academy.
- 30-31. Street Survival. Presented by Calibre Press. To be held in San Diego, Calif. Fee: \$60.

- Justice Center of John Jay College of Criminal Justice. Fee: \$150.
- 3-6. Field Training Officer. Presented by the Institute of Police Traffic Management. Fee: \$295.
4. Check Fraud and Forgery. Presented by the Criminal Justice Center of Sam Houston State University.
5. People Protection. Presented by the Criminal Justice Center of Sam Houston State University.
- 10-14. Planning Officers Seminar. Presented by the Institute of Police Traffic Management. Fee: \$295.
- 10-14. Emergency Rescue Operations. Presented by the Georgia Police Academy.
- 10-14. Police Composite Artists Training Course. Presented by the Colorado State University. To be held in Fort Collins, Colo.
- 12-14. Advanced Instructor Course. Presented by the Georgia Police Academy.
- 12-14. Emergency Rescue Operations. Presented by the Georgia Police Academy.
- 13-14. Hostage Recovery: On the Street & Correctional Facilities. Presented by the Criminal Justice Center of John Jay College of Criminal Justice. Fee: \$150.
- 17-19. Covert Operations: Decey, Sting, Undercover. Presented by the Criminal Justice Center of John Jay College of Criminal Justice. Fee: \$175.
- 17-28. Police Instructor Training. Presented by the Institute of Police Traffic Management. Fee: \$425.
- 17-28. Police Motorcycle Instructor Course. Presented by the Institute of Police Traffic Management. Fee: \$1,000.
- 18-21. Recovery of Human Skeletal Remains. Presented by the Georgia Police Academy.
- 19-21. Police Media Relations. Presented by the Institute of Police Traffic Management. Fee: \$250.
- 20-21. Street Survival. Presented by Calibre Press. To be held in Buffalo, N.Y. Fee: \$60.
- 24-28. Crime Prevention. Presented by the Georgia Police Academy.
- 24-November 4. Police Supervision. Presented by the Institute of Police Traffic Management. Fee: \$425.
- 24-November 4. Traffic Homicide Investigation. Presented by the Institute of Police Traffic Management. Fee: \$425.
- 24-28. Crime Prevention. Presented by the Georgia Police Academy.
- 31-November 1. Managing An Investigative Unit. Presented by the Criminal Justice Center of John Jay College of Criminal Justice.
- 31-November 4. Advanced Jail Operations. Presented by the Georgia Police Academy.

Directory of Training Sources

- Academy of Security Educators and Trainers Inc., Community College of Baltimore, Room 315, Lombard St. at Market Pl., Baltimore, MD 21202
- American University and Battelle Memorial Institute, 4400 Massachusetts Ave., N.W., Washington, DC 20016
- Americans for Effective Law Enforcement Inc., 501 Grandview Dr. #209, So. San Francisco, CA 94080. Tel.: (415) 877-0731
- ANACAPA Sciences Inc., Law Enforcement Programs, Drawer Q, Santa Barbara, CA 93102
- Anderson Publishing Co., 646 Main Street, P.O. Box 1576, Cincinnati, Ohio 45201
- Associated Public Safety Communications Officers Inc., The Pennsylvania State University, S-159 Human Development Bldg., University Park, PA 16802
- Calibre Press, 666 Dundee Rd., Suite 1607, Northbrook, IL 60062
- California Gang Investigators Assn., P.O. Box 54182, Los Angeles, CA 90054. Tel.: (213) 847-8687.
- Criminal Justice Center, Sam Houston State University, Huntsville, TX 77341.
- Criminal Justice Training and Education Center/Criminal Justice Coordinating Council, 945 S. Detroit, Toledo, OH 43614
- Colorado State University, Fort Collins, CO 80522
- Florida Institute for Law Enforcement, P.O. Box 13489, St. Petersburg, FL 33733
- Delinquency Control Institute, Tyler Bldg., University of Southern California, 3601 S. Flower St., Los Angeles, CA 90089. Tel.: (213) 743-2497
- Florida Law Enforcement Academy/Organized Crime Institute, 400 W. Robinson St., Suite 201, Orlando, FL 32801
- Forensic Communication Associates, P.O. Box 12323, University Station, Gainesville, FL 32604.
- Forensic Mental Health Associates, 3 Ireland Rd., Newtown Center, MA 02159. Tel.: (617) 332-0228
- Georgia Police Academy, 959 E. Confederate Ave., P.O. Box 1456, Atlanta, GA 30371. Tel.: (404) 656-6105
- Humber College of Applied Arts, 205 Humber College Blvd., Ontario, Canada M9W5L7. Tel.: (416) 675-3111 ext. 394

- Institute of Police Traffic Management, University of North Florida, 4567 St. Johns Bluff Rd. So., Jacksonville, FL 32216
- Institute on Drugs, Crime and Justice, The American University, Washington, DC 20016. Tel.: (202) 686-2405
- International Assn. of Chiefs of Police, 13 Firstfield Rd., Gaithersburg, MD 20878. Tel.: (800) 638-4085.
- International Assn. of Auto Theft Investigators, Executive Offices, 12416 Feldon St., Wheaton, MD 20906. Tel.: (301) 946-4114
- International Assn. of Bomb Technicians and Investigators, P.O. Box 6609, Colorado Springs, CO 80904.
- International Juvenile Officers Assn. Inc., P.O. Box 29952, St. Louis, MO 63129. Tel.: (314) 894-7663.
- International Assn. of Campus Law Enforcement Administrators, James L. McGovern, Executive Director, P.O. Box 98127, Atlanta, GA 30359
- John Jay College of Criminal Justice, Criminal Justice Center, 444 West 56th Street, New York, NY 10019. Tel.: (212) 247-1600
- Koga Institute, 2210 Wilshire Blvd., Santa Monica, CA 90403. Tel.: (213) 373-3343.
- Massachusetts Criminal Justice Training Council, 1 Ashburton Pl., Room 1310, Boston, MA 02108
- National Assn. of Blacks in Criminal Justice, 1983 National Conference Committee, P.O. Box 1117, Atlanta, GA 30301. Tel.: (404) 758-2201
- National Assn. of Chiefs of Police, Los Angeles Lodge 8, Box 27185, Los Angeles, CA 90027-0185
- National Association of Fire Investigators, 53 W. Jackson Blvd., Chicago, IL 60604
- National Crime Prevention Institute, University of Louisville, Louisville, KY 40292. Tel.: (502) 588-6987
- National Safety Council, 444 N. Michigan Ave., Chicago, IL 60611. Tel.: (312) 527-4800 ext. 238
- National Crime Prevention Council, Rm. 718, 805 15th St. N.W., Washington, DC 20005. Tel.: (202) 393-7141
- National Training Center of Polygraph Science, 200 W. 57th St., Suite 1400, New York, NY 10019
- National Youth Week Alliance, 1346 Connecticut Ave. N.W., Suite 508, Washington, DC 20036. Tel.: (202) 785-0764

- New England Institute of Law Enforcement Management, Babson College, Drawer E, Babson Park, MA 02157
- New Jersey State Assn. of Chiefs of Police, 148 N. Main St., Hightstown, NJ 08520
- Pennsylvania State University, S-159 Human Development Bldg., University Park, PA 16802
- St. Louis Metropolitan Police Dept., Planning and Development Division, 1200 Clark Ave., Room 304-F, St. Louis, MO 63103. Tel.: (314) 444-5647
- Police Executive Research Forum, 1909 K St. N.W., Suite 400, Washington, DC 20006
- Police International Ltd., P.O. Box 220, Oakton, VA 22124
- Police Officers Training Service, Soundview Avenue, Box 667, Southold, NY 11971. Tel.: (516) 765-5472
- Port of Seattle Police Dept., P.O. Box 68727, Seattle, WA 98188. Tel.: (206) 433-6400
- Richard W. Kobetz and Associates, North Mountain Pines, Route Two, Box 342, Winchester, VA 22601. Tel.: (703) 662-7288
- Ross Engineering Associates, 7906 Hope Valley Court, Adamstown, MD 21710
- Southern Police Institute, University of Louisville, Louisville, KY 40292. Tel.: (502) 588-6561.
- Southeast Florida Institute of Criminal Justice, 11380 N.W. 27 Ave., Miami, FL 33167. Tel.: (305) 685-4505, James D. Stinchcomb, Director
- Southeastern Ohio Regional Crime Laboratory/Hocking Technical College, Nelsonville, OH 45764. Tel.: (614) 753-3591.
- Southwestern Legal Foundation, P.O. Box 707, Richardson, TX 75080
- S & W Academy, 2100 Roosevelt Avenue, Springfield, MA 01101. Tel.: (413) 781-8300 ext. 255
- Traffic Institute, 656 Clark Street, P.O. Box 1409, Evanston, IL 60204
- University of Delaware, 2800 Pennsylvania Avenue, Wilmington, DE 19805. Tel.: (302) 738-8155
- U.S. Journal, 2119-A Hollywood Blvd., Hollywood, FL 33020. Tel.: (305) 920-9433.
- Yosemite Community College District, P.O. Box 4065, Modesto, CA 95352

SEPTEMBER

- 5-10. Eleventh Annual Conference on Black Renaissance in Law Enforcement. Presented by the National Black Police Association. To be held in Detroit, Mich.
6. Criminal History Records. Presented by the Georgia Police Academy.
- 6-7. Street Survival. Presented by Calibre Press. To be held in Bellingham, Wa. Fee: \$60.
- 6-8. DEA Clandestine Lab. Presented by the Georgia Police Academy.
- 7-8. Identikit. Presented by the Georgia Police Academy.
- 12-14. Death Investigation. Presented by the Criminal Justice Center of John Jay College. Fee: \$175. To be held in New York City.
- 12-16. Analytical Investigation Methods. Sponsored by Northwest Police Academy. To be held in Chicago, Ill. Fee: \$395
- 12-16. DWI Instructor Course. Presented by the Institute of Police Traffic Management (IPTM). Fee: \$295.
- 12-16. Stress in Law Enforcement. Presented by the Georgia Police Academy
- 19-23. Police Budget Workshop. Presented by the Institute of Police Traffic Management. Fee: \$295. To be held in Jacksonville, Fla
- 19-30. Criminal Intelligence Analysis. Sponsored by the Texas Department of Public Safety. To be held in Austin, TX
- 19-30. Traffic Accident Reconstruction. Presented by the Institute of Police Traffic Management. Fee: \$550.
- 24-25. Street Survival. Presented by Calibre Press. Fee: \$60. To be held in Indianapolis, In.
- 26-27. Electronic Spying and Countermeasures. Presented by Ross Engineering Associates. Fee: \$400.
- 26-28. Rape & Sexual Deviance Investigation. Presented by the Criminal Justice Center of John Jay College of Criminal Justice. Fee: \$175
- 26-28. Advanced Police Budget Officer Seminar. Presented by the Institute of Police Traffic Management. To be held in Jacksonville, Fla. Fee: \$250.
- 26-30. Firearms Instructor Course. Presented by the Georgia Police Academy

OCTOBER

- 3-4. Corruption Control & Internal Investigation. Presented by the Criminal

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LAW ENFORCEMENT NEWS

June 27, 1983

Where the name of the game is teamwork

An interview with Atlanta's George Napper. On 8.



Mike W. H. Photo

Also in this issue:

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